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United Nations Assistance Mission for Iraq

Report of the Secretary-General

Summary

The present report contains the proposed resource requirements for the United Nations Assistance Mission for Iraq for the period from 1 January to 31 December 2013, totalling $141,694,700 (net of staff assessment).

The report also contains an update on the status of the construction/renovation project related to the planned integrated headquarters compound in Baghdad.

Please recycle

Contents

Page
I. Background and overview of the Mission and its future role 3
II. Mission mandate and planned results 12
III. Resource requirements 23
  A. Office of the Special Representative of the Secretary-General 25
  B. Mission support 65
IV. Analysis of resource requirements 93
  A. Military and police personnel 94
  B. Civilian personnel 96
  C. Operational costs 97
V. Status of the planned renovation project for an integrated headquarters compound in Baghdad 107

Annexes

I. Summary of follow-up action taken to implement relevant recommendations of internal and external oversight bodies and the Advisory Committee on Administrative and Budgetary Questions 109
II. Organization charts for 2013 114

I. Background and overview of the Mission and its future role

1. In its resolution 1483 (2003), the Security Council requested the Secretary-General to appoint a Special Representative for Iraq to assist Iraq in its political transition and in meeting its humanitarian, reconstruction and development needs. Subsequently, in its resolution 1500 (2003), the Council established the United Nations Assistance Mission for Iraq (UNAMI) to support the Special Representative in the implementation of his mandate. In its resolution 1546 (2004), the Council affirmed that the United Nations should play a leading role in assisting the people and Government of Iraq in the formation of democratic norms and institutions for a representative government. Under that resolution, UNAMI played a key role in supporting both national elections and a referendum on the Iraqi constitution. Following those achievements, the mandate of UNAMI was updated and expanded in resolution 1770 (2007), and renewed in subsequent resolutions 1830 (2008), 1883 (2009), 1936 (2010), 2001 (2011) and 2061 (2012). Under this mandate, UNAMI continues to provide assistance, support, and advice as requested by the Government of Iraq, on advancing national reconciliation and state-building and peacebuilding processes, as well as promoting coordination and enhancing delivery in the humanitarian and development spheres in partnership with the United Nations country team.

2. Iraq continues to achieve progress in its democratic transition. Nevertheless, the Government of Iraq still faces significant political, governance, security and development challenges. Overcoming these challenges will require sustained efforts to reconcile divisions and build a durable peace, based on human rights, gender equality and the rule of law. Notwithstanding the efforts of the Government of Iraq, the security environment remains fluid. The political tensions that defined much of 2012 have affected not only the momentum of democratic transition, but could also undermine the progress of recent years. The coming year will likely see an increase in tensions, given the planned nation-wide Governorate Council elections, including the delayed elections for the Kirkuk Governorate Council and those in the Kurdistan region, to be followed in 2014 with elections to the Council of Representatives.

3. At the regional level, Iraq is expected to pursue further progress towards the normalization of bilateral relations with Kuwait. By addressing its outstanding responsibilities towards Kuwait, Iraq could bring its Chapter VII obligations pertaining to Kuwait to a close. Building on its successful hosting of the League of Arab States Summit in March 2012 and the E3+3[1] Governments' talks with the Islamic Republic of Iran in May 2012, Iraq is expected to strengthen its regional relations, thus boosting prospects for bilateral trade and investment and fostering further cooperation. At the same time, effects of the wider regional dynamic could include increased internal tensions in Iraq, possibly along sectarian lines.

4. Iraq continues to grapple with a number of development challenges exacerbated by politicization and capacity shortfalls of state institutions. These structural impediments make addressing the challenging socioeconomic environment, including the widening of gender inequalities, more challenging and negatively affect the quality and delivery of essential services.

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[1] France, Germany, the United Kingdom of Great Britain and Northern Ireland, China, the Russian Federation and the United States of America.

5. The Mission and the United Nations country team, with a consolidated in-country footprint, will continue to work within the integrated mission set-up, coordinating and complementing initiatives that provide requested support in accordance with the priorities of the Government of Iraq and Iraqi institutions. UNAMI will progressively shift any assistance activities, presently undertaken by UNAMI, to the competent structures within the United Nations country team. As appropriate and practicable, the Mission will also take measures to transfer responsibilities for the necessary support facilities to the United Nations country team. Along with revised security arrangements and continued efforts to build the capacity of national institutions, these efforts will set the stage for a longer-term United Nations country team-led engagement in Iraq.

6. In coordination with the Department of Safety and Security, the Department of Political Affairs and the Department of Field Support, UNAMI will implement a more adaptive security posture in keeping with an improved threat and risk analysis mechanism. In this context, the Mission will gradually nationalize security components from international to national staff, rationalize the security posture according to local requirements and agree on a security cost-sharing framework with the United Nations country team. This will lead to a reduction in footprint and expenditure, while seeking to maintain adequate capacity for supporting an increased number of road missions and for responding to challenges posed by the still unpredictable security environment of Iraq.

7. UNAMI and the United Nations country team will continue to work to strengthen national and regional institutional capacity, women's groups and civil society organizations, as well as establish robust institutions to ensure democratic, constitutional governance, and peaceful conflict-resolution mechanisms.

Cooperation with other entities

8. The United Nations Electoral Assistance Team provides synergies between UNAMI and the United Nations country team. Co-located at UNAMI and the Independent High Electoral Commission, the integrated Electoral Assistance Team is led by UNAMI and includes staff provided by the United Nations Development Programme (UNDP) and the United Nations Office for Project Services (UNOPS). Joint objectives are complemented by a clear division of labour, with UNAMI personnel concentrating on coordination of technical advice, while the United Nations country team partners focus on the implementation of capacity-building projects in support of Iraqi institutions involved in elections. A UNOPS-contracted security liaison officer supports all members of the integrated Electoral Assistance Team while at the premises of the Independent High Electoral Commission, freeing up other United Nations security resources. An electoral needs-assessment mission expected to visit Iraq towards the end of 2012 will further help to delineate roles and chart the way for the completion of United Nations electoral support to Iraq based on concrete and mutually accepted benchmarks.

9. UNAMI has also enjoyed effective partnership and collaboration with members of the United Nations country team, including such agencies as UNDP, the United Nations Children's Fund, the Office of the United Nations High Commissioner for Refugees (UNHCR), the United Nations Educational, Scientific and Cultural Organization (UNESCO), the United Nations Entity for Gender Equality and the Empowerment of Women and UNOPS in the promotion and

protection of human rights, including the rights of women and children, minority rights, freedom of expression and protection of media workers and journalists, and rights of persons with disabilities. Such partnership and collaboration extended to civil society organizations and strategic partners, also serve as advocacy with the Government of Iraq for legal, policy, and institutional reform aimed at improving the protection of human rights of vulnerable and marginalized groups.

10. The Information Analysis Unit, funded jointly by UNAMI and other United Nations agencies, funds and programmes, continues to provide specialized analytical support services and maps to both UNAMI and the United Nations country team. It is a vital component of the integrated mission. The Unit works to ensure a coherent and overarching analysis on key humanitarian and development issues, while contributing also to a better understanding of security-related issues, and builds evidence on needs, results and impact. It will also contribute development and humanitarian analyses to the newly formed Joint Analysis and Policy Unit.

11. Common service agreements between UNAMI and the United Nations country team harmonize operations on a cost-reimbursable basis. This principle will be further extended in 2013 through a security cost-sharing arrangement between UNAMI and the United Nations country team, based on a two-tier cost-sharing formula consisting of a common services pro rata cost-sharing formula for common security services (radio room, staff tracking and security analysis) combined with a "pay-as-you-use" component for specific activities, such as red-zone moves. The coordinated and integrated approach to security management will allow the United Nations to continue operating in the challenging, insecure and fluid environment of Iraq.

12. In 2013, UNAMI, in partnership with the United Nations country team, will continue to support national capacity and leadership of development activities in Iraq within governmental and non-governmental institutions as stipulated in the National Development Plan (2010-2014) and the United Nations Development Assistance Framework (2011-2014). Within agreed areas, special attention will be given to the role of civil society and the needs of the most vulnerable populations, which include the elderly, persons with disabilities or special needs, internally displaced persons, refugees, returnees, women, girls, youth, and minorities.

13. Using the integrated strategic framework, which is expected to be finalized in conjunction with the midterm review of the United Nations Development Assistance Framework, during the first quarter of 2013, UNAMI and the United Nations country team will concentrate on three mutually agreed integrated priority areas, namely: youth, women and the environment. Initiatives to further the use of common resources throughout the programme cycle will be further promoted to maximize efficiency gains and economies of scale.

14. In 2013, UNAMI will continue to rely on the integrated coordination forums established between the Mission and the United Nations country team. At the strategic level, the Iraq Integrated Task Force, with representation of senior leadership representatives from both the United Nations and the United Nations country team in New York and Iraq, will meet periodically, ensuring consultations, information exchange and alignment on key policy issues, while, in Iraq, the integrated strategic management team, comprising managers from UNAMI and the United Nations country team, will meet regularly to coordinate strategies and

programme implementation. The integrated operations management team, composed of administrators and operations managers of UNAMI and the United Nations country team, will continue to meet regularly to address integrated administrative matters.

15. In Kuwait, UNAMI has partnered with the United Nations Assistance Mission in Afghanistan (UNAMA) to set up the Kuwait Joint Support Office. This combines the common mission support functions from both missions into one support office that enhances synergies from undertaking similar activities more efficiently and from one location. The UNAMI/UNAMA Joint Support Office in Kuwait will bring in savings to both missions as a result of pooling together common services and streamlining the operations. The operational costs of the office are currently shared in accordance with a memorandum of understanding between the two missions. Thus far, the services of Human Resources, Finance, Information Technology and Procurement (international) have been brought together under the same premises in Kuwait.

Priorities for 2013

16. UNAMI will continue to assist the Government of Iraq in achieving political stability, security and prosperity for the people of Iraq. The Mission will continue its support for national dialogue, reconciliation and democratic transition, particularly with regard to the forthcoming electoral cycle. The efforts of UNAMI will reflect the need to strengthen the rule of law, human rights and gender equality, with increased focus on economic, social and cultural rights. The Mission will capitalize on the integrated mission set-up, with a consolidated in-country footprint, and a more adaptive security posture that allows for greater operational capability without compromising the security of international and national staff.

17. With a view to achieving the above and in order to ensure that the mandated operations are cost-effective, efficient and achievable, UNAMI embarked on a mission-wide review aimed at streamlining operations and prioritizing resource needs without impacting mandated activities. The outcome of the review resulted in adjustments being made to staffing, support, and operational components.

18. With regard to staffing, with due regard for the realignment of programme activities, delivery, and mandate implementation, the rationalization of the UNAMI staffing table in 2013 and the nationalization of positions wherever feasible, was taken into account to advance national capacity-building as Iraq continues to strive to advance towards a more secure and stable footing.

19. UNAMI will close the former provincial reconstruction team compound in Basra at the end of 2012 and will co-locate and cost-share with the United Nations country team in downtown Basra. The Mission will further reduce its Amman staffing presence in 2013 and limit its footprint to a few residual staff, provision of the mandatory Security Awareness Induction Training for staff going into Iraq, air operations, and liaison with Jordanian authorities.

20. In addition, as a result of a review of the overall security posture, UNAMI will operate with a more flexible and leaner security framework, while ensuring cost-sharing with the United Nations country team. In this regard UNAMI is also reconfiguring its air assets to allow for optimal, cost-effective support of its operations.

21. In providing political facilitation and promoting confidence-building measures, UNAMI will renew efforts to support political dialogue and reconciliation at the national and subnational levels, the important legislative processes, and the building of responsive and efficient state institutions that can contribute to enhancing democratic governance and respect for human rights. This will involve continued outreach by the Mission to political parties and civil society organizations, including women's organizations, to promote dialogue on key issues. These issues include the disputed internal boundaries and the holding of elections in Kirkuk, for which political consensus is essential to achieve long-lasting solutions. It is anticipated that the different institutions of Government and the Council of Representatives will require ongoing policy and technical advice and other assistance in enhancing the required legal and operational frameworks for elections. UNAMI will monitor pre-electoral policy shifts and other developments closely in an effort to promote mechanisms for peaceful resolution of disputes, including reactivation of the Standing Consultative Mechanism.

22. An important area for UNAMI will be that of supporting the Government of Iraq in the implementation of the unfulfilled legislative agenda stipulated in the Constitution. The Mission will provide technical support, comparative analyses, and legal advice relating to hydrocarbons management and revenue-sharing, and the legislative process for the formation of the Federation Council and the Federal Supreme Court. In addressing these issues, UNAMI will foster an inclusive dialogue between the Government of Iraq, the Kurdistan Regional Government and other relevant stakeholders.

23. Coordinated activities by UNAMI and the United Nations country team in electoral support, human rights, gender equality and women's empowerment and capacity-building, in accordance with the priorities and obligations of the Government of Iraq and its institutions, will continue so as to strengthen and consolidate the institutional foundations required to secure Iraq's democratic transition. These will include technical advice and other assistance requested by the authorities to buttress policy and legal frameworks and support the independent and effective functioning of the Independent High Electoral Commission, the Council of Representatives, and the independent High Commission for Human Rights. A newly installed Independent High Electoral Commission Board of Commissioners will require assistance in further strengthening its capacity to lead and deliver credible elections. UNAMI will continue to provide advice to the Government of Iraq and the Ministry of Human Rights and monitor its implementation of the first National Action Plan on Human Rights, while providing and promoting capacity-building support for effective governance and improved public service delivery. UNAMI, together with UNDP and UNOPS, will also continue to provide technical support and capacity-building to the newly created Iraqi independent High Commission for Human Rights.

24. UNAMI will continue to facilitate the fulfilment by Iraq of its obligations under Chapter VII of the Charter of the United Nations pertaining to Kuwait. The Mission will continue to provide support when requested to the High-Level Coordinator on Kuwaiti Missing Persons and Property pursuant to Security Council resolution 1284 (1999), and will support the Department of Political Affairs on the implementation of the Iraq-Kuwait Boundary Maintenance Project pursuant to Security Council resolution 833 (1993). UNAMI will continue to monitor ongoing normalization of bilateral relations between Iraq and Kuwait, including the

implementation o[illegible] Kuwait Joint Mi[illegible] counterparts in s[illegible] of the Khor Ab[illegible] border security a[illegible]

25. The activiti[illegible] UNAMI [illegible] funds, and prog[illegible] in Iraq will continue to promote the development of effective, accoun[illegible] State institutions in partnership with the Government of Iraq. UNAMI will provide political support for addressing immediate challenges in the areas of social, economic and human development, including policy, legal and institutional reforms. This will be complemented by a greater focus on developing the potential of the Iraqi citizens and civil society to contribute to the country's development. UNAMI and the United Nations country team will focus on three priority areas with important political, security and governance implications: youth, women, and the environment, including specific challenges in water resource management, and addressing the problem of desertification and regional dust storms.

26. UNAMI and the United Nations country team will engage and partner with the Government of Iraq and civil society to support and strengthen vulnerable populations, in particular internally displaced persons, refugees, returnees, women, girls, youth and minority communities, to help secure their safety, inclusion and empowerment for participation in economic and political life. UNAMI and the United Nations country team will continue to monitor the situation along the border with the Syrian Arab Republic to ensure timely and adequate response to the needs of vulnerable people displaced by ongoing crisis in that country.

27. The United Nations, under the UNAMI political and human rights leadership, will continue assisting the Government of Iraq under the terms of the 25 December 2011 memorandum of understanding on the peaceful and voluntary relocation of residents of Camp New Iraq (formerly known as Camp Ashraf) to the temporary transit location [illegible] in Baghdad, with a view to their eventual resettlement. UN[illegible] resolution of outs[illegible] Monitoring of hu[illegible] continue to be ou[illegible] acting as UNAMI [illegible]

Performance information for 2012

28. The completion of the process of selecting a new Board of Commissioners for the Independent High Electoral Commission was a major milestone. Of some 7,400 applicants, 4,000 candidates met the legal criteria, of which 60 were shortlisted and interviewed by a multiparty parliamentary Committee of Experts established by the Council of Representatives. The 60 candidates represented the various communities of Iraq as required by the law and included 7 women. The interviews were conducted in the presence of UNAMI and civil society groups as observers. On 17 September, the Council of Representatives reached agreement on eight of the nine new members and in the following days appointed the ninth (and the only female) commissioner. The new Independent High Electoral Commission is now in office focusing on the smooth transition and timely preparations for the

Government. [illegible] is planned for early 2013. UNAMI [illegible]

29. UNAMI [illegible] Camp New Iraq. Under the 25 December 2011 memorandum of understanding with the Government of Iraq, the Mission assisted the Government in the relocation of Camp residents to the temporary transit location in Baghdad, where UNHCR worked to determine refugee status and facilitate durable solutions. To date, of the 3,400 residents of Camp New Iraq, some 3,000 residents have relocated in an orderly and peaceful manner to Camp Hurriya in Baghdad. UNAMI provided round-the-clock monitoring of the human rights and humanitarian situation of the residents at Camp Hurriya, including during their relocation.

30. UNAMI intensified its engagement on Kirkuk in preparation for possible governorate council elections in 2013. The Mission met decision makers to promote inclusive political dialogue and agreement on a formula for the elections, voter registry, and power-sharing, with a view to securing an accord that would enable the holding of the delayed elections.

31. A plan of action with recommendations on the legislative framework for the protection of the rights of minorities was agreed upon for consideration by the Government, the Council of Representatives and key stakeholders, including representatives of the ethnic and religious communities, women's organizations and civil society representatives, and shared with the Council of Representatives' minority caucus. The plan includes an agreement by all stakeholders on the need for a comprehensive legislative framework for minorities.

32. UNAMI continued to engage key Iraqi and Kuwaiti interlocutors with a view to boosting the existing momentum towards the normalization of their bilateral relations, including by promoting the joint management of the Khor Abdullah waterway. Coordination and support was provided to the Department of Political Affairs for the Iraq-Kuwait Boundary Maintenance Project, with a view to its [illegible]

33. UNAMI supported the efforts of the Council of Representatives to enact the law on the Federation Council (Upper House) by organizing a round table in February 2012. While the Federation Council is a constitutionally mandated institution, it has not been established in the seven years since the promulgation of the Constitution in 2005. The round table contributed to creating momentum among stakeholders towards implementing outstanding provisions of the Constitution. Follow-up engagement in the legislative process has helped to forge political agreement to form the Federation Council, which will improve Iraq's institutional capacity to exercise democracy in accordance with the Constitution. UNAMI also assisted in the legislative process for the law on the Federal Supreme Court, another constitutionally mandated institution that has yet to be established.

34. UNAMI continued to provide technical assistance and share its international comparative experience with the Council of Representatives' drafting committee and minority caucus in the process of drafting legislation on the prohibition of hate

[illegible]

35. Through its network of international hub coordinators and national staff located in each governorate, UNAMI further strengthened field-based coordination between national organizations, government authorities, international financial institutions, the private sector, donors, international and national non-governmental organizations (NGOs) and civil society, while supporting implementation of programmes to build Iraq's capacity to provide social and essential services for its people. UNAMI also provided oversight for quick-impact projects, with field staff monitoring their implementation as well as other development and humanitarian indicators and trends.

36. The UNAMI Deputy Special Representative of the Secretary-General, Resident Coordinator and Humanitarian Coordinator monitors the humanitarian situation in Iraq, and advises on the use of emergency response funds, while field staff regularly coordinate with the Ministry of Defence and governorate emergency cells to build capacity in contingency planning and preparedness, allowing for a timely response and delivery of humanitarian assistance in the event of a crisis. Information collection and dissemination in support of development and humanitarian programming included the monitoring of population movements both internally and across Iraq's borders notably in relation to the Syrian crisis, and progress in the achievement of the Millennium Declaration and Millennium Development Goals.

37. UNAMI assistance in the promotion and protection of human rights and the rule of law included technical support through participation in the oversight committee established to implement the National Action Plan for Human Rights adopted in December 2011. [illegible] human rights issues.

38. UNAMI, together with UNDP, provided technical and logistical assistance to the Council of Representatives on the nomination and selection of commissioners to serve on Iraq's independent High Commission for Human Rights. From the initial list of 3,068 candidates, 11 permanent and 3 substitute commissioners were endorsed by the Council of Representatives on 9 April 2012. Once fully established with the ongoing support of UNAMI, UNDP and UNOPS, it is hoped that the Iraqi independent High Commission for Human Rights will function as the cornerstone of a national human rights protection system.

39. In May, UNAMI, in coordination with UNESCO, facilitated a conference with the Human Rights Committee of the Council of Representatives on freedom of expression and information in Iraq aimed at advancing legal and policy reform in these areas.

40. [illegible] 2011 was [illegible] 30 May 2012 by UNAMI [illegible] (OHCHR) [illegible] Kurdistan Regional Government.

Planning assumptions for 2013

41. Key electoral events expected in 2013 requiring the Mission's focus will include the nation-wide governorate council elections and the currently postponed Kurdistan Governorate Council elections. Attaining progress on the holding of the delayed Kirkuk elections will also be an important goal, along with the start of preparations for the general elections scheduled for early 2014. In this context, intensification of political activities is expected, including pre-electoral negotiations and campaigning with possible new and reconfigured political alliances. Intra-sectarian tensions are likely to increase. Should the current political stalemate between the major political blocs persist, however, UNAMI will focus on targeted activities within its mandate, with a view to easing ongoing political tensions, thus facilitating national dialogue and reconciliation.

42. To enhance its engagement on Kirkuk, UNAMI will strengthen its presence, increasing its mobility to support sustained and timely political outreach with critical interlocutors.

43. It is anticipated that the Government of Iraq, together with the Kurdistan Regional Government, will remain committed to the cost-sharing processes agreed upon with the United Nations country team, allowing the United Nations to continue its programming while strengthening Iraqi ownership and leadership in the development process. In this regard, the United Nations will facilitate the harmonized and integrated delivery of essential services and reform of related State institutions with particular focus on environment, private sector, public sector and public distribution system within the framework of the United Nations Development Assistance Framework and the agreed priority activities.

44. UNAMI will consolidate resources, reconfigure and reorganize, with a view to becoming leaner and more efficient. There will be minimal construction from the proposed 2013 budget, and minimal asset acquisitions. In Baghdad, construction of the additional accommodation in the D-2 complex is expected to be carried out using the Government of Iraq's contribution of $50 million to the trust fund established in support of the construction of a United Nations integrated compound in Baghdad. This project will ease accommodation pressure and lead to the closure of the Tamimi Interim Accommodation Facility in the foreseeable future.

45. In Basra, the Mission intends to close and hand over the former United States provincial reconstruction team compound to the local authorities. The United Nations country team is currently exploring options to establish independent/joint premises, possibly renting a commercial/secure hotel, where UNAMI can become a tenant for the remainder of its remaining presence. The closure of the provincial

reconstruction team compound will reduce static security requirements and mission support functions and therefore, the total running costs.

46. The ongoing security posture review will align security requirements to circumstances on the ground, and is expected to lead to reduced and more rationalized United Nations Guard Unit force static security requirements across all operating hubs. Together with the United Nations country team, a locally cost-shared security budget has been approved by the Security Management Team according to the current policies of the United Nations Inter-Agency Security Management Network.

47. UNAMI will continue to provide security support to UNOPS and UNHCR staff working at Camp Hurriya at the Baghdad International Airport.

Extrabudgetary resources

48. The trust fund established in support of the construction of a United Nations integrated compound in Baghdad currently holds contributions in the amount of $50,760,644, including donations from Iraq, the Czech Republic, Greece, Italy, Luxembourg, Poland and Sweden. On 31 March 2010, the trust fund received $25 million from the Government of Iraq's 2009 federal budget. A second and final contribution of $25 million received on 7 June 2011 from the 2011 federal budget brought the total contribution of the Government of Iraq to $50 million. The Mission has reviewed the various projects to be supported by this fund in consultation with the United Nations country team. The fund will be used for additional facilities and upgrades (construction and renovations) to the new United Nations integrated compound in Baghdad now comprising the existing Diwan compound and the adjacent D-2 compound (formerly occupied by the United States Agency for International Development (USAID)).

II. Mission mandate and planned results

49. The objectives, expected accomplishments and indicators of achievement for 2013 are set out below.

Objective: To achieve political stability, security and prosperity in Iraq.

Expected accomplishments	Indicators of achievement
(a) Progress towards national reconciliation in Iraq	(a) (i) Number of high-level meetings of Iraqi stakeholders held to discuss national dialogue and reconciliation supported and sponsored by UNAMI *Performance measures* High-level meetings among Iraqi Government officials Actual 2011: 49 Estimate 2012: 40 Target 2013: 50

(ii) Number of initiatives related to confidence-building measures at the local and national level supported by UNAMI and agreed by the Government of Iraq and the Kurdistan Regional Government in relation to disputed internal boundaries

Performance measures

Confidence-building measures

Actual 2011: 39

Estimate 2012: 25

Target 2013: 30

(iii) Number of initiatives sponsored and supported by UNAMI aimed at reducing intra-Iraqi conflict and improving recognition of minority rights, power-sharing in Ninewa and the implementation of the recommendations adopted by the Committee on Ethnic Religious Communities in Ninewa, in which Government of Iraq officials (at the federal, regional and local levels), and key influential political, community, ethnic, civil society and religious leaders participated

Performance measures

Actual 2011: 5

Estimate 2012: 10

Target 2013: 10

Outputs

- Facilitation of political dialogue through the good offices of the Special Representative and through bilateral and multilateral meetings with stakeholders and the parties concerned
- Fifty meetings, facilitated by UNAMI, of high-level Government officials, political parties, community leaders and women leaders to promote national dialogue and Arab-Kurd reconciliation, with a view to resolving the status of disputed internal boundaries and related issues, such as the holding of a census. This includes UNAMI efforts, in the context of a reinvigorated Standing Consultative Mechanism, to resolve outstanding issues in Kirkuk and the other disputed internal boundary areas, and the expansion of the Mechanism to include a broader range of actors and issues addressed therein
- Ongoing and regular interaction with political actors at the national/subnational level towards the establishment and formulation of political processes for dialogue to advance the implementation of confidence-building measures to improve relations between Kurds and Arabs in the disputed areas
- Maintenance and consolidation of political outreach through involvement of local representatives in dialogue mechanisms to enhance and sustain engagement with subnational interlocutors in key governorates, including monitoring of their implementation of various agreements related to the Standing Consultative Mechanism aimed at achieving reconciliation among parties in Kirkuk and other areas

- Regular interaction with the Government of Iraq and the Kurdistan Regional Government officials towards the implementation of the adopted agreement on power-sharing in Ninewa and recognition of the rights of Iraqi minority ethnic and religious communities, through weekly meetings and field visits
- Production of technical reports and options papers on property restitution, power-sharing and security issues and provision of technical support to assist Government of Iraq officials in securing agreements on matters of national reconciliation, particularly on issues related to disputed internal boundaries
- Holding of one training workshop on Security Council resolution 1325 (2000) for approximately 50 representatives of civil society and Government to support their efforts to integrate the resolution's provisions into legislation on the participation of women in politics, decision-making, and the peace process, including conflict resolution and mediation

Expected accomplishments	**Indicators of achievement**
(b) Enhanced regional dialogue and the normalization of relations with neighbouring countries	(b) Increased number of confidence-building measures sponsored and supported by UNAMI and agreed to by the Government of Iraq to encourage the further development of Iraq's relations with neighbouring countries *Performance measures* Confidence-building measures, joint projects and other initiatives Actual 2011: 10 Estimate 2012: 12 Target 2013: 15

Outputs

- The holding of 20 meetings with high-level Iraqi Government officials (Prime Minister's Office, Ministry of Foreign Affairs, Members of Council of Representatives, etc.), political parties and the diplomatic community in Baghdad to facilitate Iraqi compliance with remaining obligations under Chapter VII of the Charter
- Four high-level visits by the Special Representative and the Deputy Special Representative to neighbouring countries to support bilateral and regional initiatives as mandated by the Security Council
- Design and implementation of confidence-building measures, in cooperation and coordination with other relevant United Nations actors (such as UNOPS, the Office of Legal Affairs, the Department of Political Affairs) with a view to improving relations between the Government of Iraq and neighbouring countries, in particular in relation to ongoing efforts towards the normalization of relations with Kuwait
- Memorandums and research briefs containing technical and legal advice to Government of Iraq officials on issues pertinent to Iraqi compliance with outstanding obligations under Chapter VII
- Regular meetings with members of the Council of Representatives, Government of Iraq officials and representatives of the diplomatic community to solicit views, exchange ideas and understand concerns related to Iraq's relations with neighbouring countries, as well as regional geopolitical developments

- Through the UNAMI liaison office in Tehran, consolidation and advancement of four initiatives in relation to the illicit trade in drugs, desertification, dust storms and water-related transboundary discussions, including through political analysis and enhanced cooperation with United Nations agencies, funds and programmes, and the Governments of Iraq and the Islamic Republic of Iran

Expected accomplishments	**Indicators of achievement**
(c) Progress in implementation and promotion of the Constitution	(c) (i) Number of laws adopted by the Iraqi parliament to implement key provisions of the Constitution *Performance measures* Actual 2011: 4 Estimate 2012: 4 Target 2013: 6 (ii) Number of governmental and independent institutions established in accordance with the Constitution *Performance measures* Actual 2011: 2 Estimate 2012: 2 Target 2013: 2

Outputs

- Monthly meetings with Government of Iraq officials and members of the Council of Representatives in relation to technical support for the review and enactment of constitutionally mandated and other key legislation, as well as the establishment of key governmental institutions
- Round table on the envisaged structure and powers of the Federation Council and the drafting of enabling legislation
- Two meetings/conferences with key Government interlocutors to advocate for a review of the Constitution
- Twelve meetings and analytical write-ups in support of workshops organized by the Council of Representatives on the development of constitutionally mandated institutions, enactment of constitutionally mandated legislation, drafting of constitutional amendments and amendments to key legislation
- Four outreach programmes/quarterly workshops for a total of 100 people from civil society and political and special interest groups to promote ownership of the Constitution
- Five policy memorandums and legislative briefs containing technical and legal advice to governorate officials on the establishment of new regional governorate structures and the establishment of independent institutions envisaged in the Constitution

- Continuing support for the establishment of three constitutionally mandated institutions, namely the Federal Oil and Gas Council, the Federation Council, and the Federal Supreme Court, and continuing support for the operationalization of the Higher Judicial Council through technical assistance, including the drafting of necessary legislation or amendments as needed

Expected accomplishments	**Indicators of achievement**
(d) Progress towards strengthening the Independent High Electoral Commission to enable it to conduct effective electoral events	(d) (i) Adoption of the required electoral laws necessary to conduct elections and referendums *Performance measures* Actual 2011: 1 Estimate 2012: 2 Target 2013: 2 (ii) Improved ability of the Independent High Electoral Commission to lead planning and delivery of credible electoral events *Performance measures* Actual 2011: No electoral events were held in 2011 Estimate 2012: Independent High Electoral Commission developed operational plan for one scheduled electoral event, which was ultimately postponed for reasons beyond the control of the Commission Target 2013: Independent High Electoral Commission operational plans successfully implemented for three electoral events (iii) Number of Independent High Electoral Commission staff in all governorates trained in the conduct of electoral activities, in accordance with recognized international standards *Performance measures* Actual 2011: 706 (562 men and 144 women) Estimate 2012: 350 (given the fact that there was no call for an electoral event) Target 2013: 310,000 Independent High Electoral Commission polling/counting staff trained at all levels of cascade training process (iv) Improved accuracy of voter registration lists to ensure that all eligible Iraqis can exercise their right to vote

Performance measures

Actual 2011: no voter registration update took place in 2011

Estimate 2012: voter registry improvements carried out, but in the absence of elections, impact not yet measurable through a decrease in electoral complaints or reports of observer organizations of inaccuracies

Target 2013: improved accuracy of voter lists at district and subdistrict levels, measured by decrease in complaints concerning accuracy of voter list and reduction in reports of observer organizations of inaccuracy of voter registration

(v) New Board of Commissioners appointed and in place

Performance measures

Actual 2011: not applicable

Estimate 2012: new Board of Commissioners established, initial induction training completed and internal decision-making processes agreed

Target 2013: Board of Commissioners fully functional and capable of overseeing the organization of electoral events

Outputs

- Legal framework for elections enhanced through provision of advice and guidance to the Independent High Electoral Commission and the Legal Committee of the Council of Representatives on applicable legislation governing electoral events
- Institutional management transition processes enhanced by implementation of an initial training package and guidance to the members of the new Board of Commissioners, on their appointment
- Establishment of effective institutional management structures in the Board of Commissioners and the administration of the Independent High Electoral Commission through ongoing policy and technical electoral advice, following the appointment of the new Board, in collaboration with the United Nations country team
- Improved knowledge of Independent High Electoral Commission staff regarding electoral operations through daily advice on electoral operations-related issues, including logistics, voter registration, complaints processes, training and media outreach
- Full preparedness of the Commission's national office trainers to facilitate training of 360 Electoral Commission staff across all governorates, in collaboration with the United Nations country team
- Improved implementation of recommendations arising from lessons-learned exercises held with the Independent High Electoral Commission following electoral events

- Enhanced involvement of civil society organizations, political entities and media in electoral processes, through six meetings or conferences on electoral events and/or electoral best practices
- Improved public outreach on electoral issues through ongoing support for the development and dissemination of electoral educational materials, in coordination with both the Independent High Electoral Commission and external stakeholders, in collaboration with the United Nations country team
- Regular dialogue with the diplomatic community and international electoral partners to ensure coordination on international donor and technical electoral support to the Commission through monthly consultations

Expected accomplishments	**Indicators of achievement**
(e) Progress towards strengthening the rule of law and improving respect for human rights	(e) (i) National mechanisms to ensure the protection of and respect for human rights are established in compliance with Iraq's international obligations *Performance measures* High Commission for Human Rights is fully established by the Council of Representatives, and operates in conformity with the Constitution of Iraq and the Paris Principles (General Assembly resolution 48/134). A regional institution is established in the Kurdistan Regional Government Actual 2011: work continued to progress in 2011; however, due to political situation, actual selection took place in 2012 Estimate 2012: Expert Selection Committee reconstituted and 11 Commissioners appointed, leading to formal establishment of the independent High Commission for Human Rights Target 2013: independent High Commission for Human Rights commissioners successfully trained, and the independent High Commission for Human Rights functioning according to Iraqi law and international standards (ii) Gaps in the provision of human rights norms, as identified in the universal periodic review of the Human Rights Council, are addressed by the Government *Performance measures* The Government, in consultation with civil society, develops and adopts a National Action Plan on Human Rights aimed at implementing the recommendations accepted by Iraq in the universal periodic review, with follow-up monitoring and reporting on implementation

Actual 2011: National Action Plan on Human Rights to implement the recommendations accepted by the Government of Iraq in the universal periodic review was drafted, consulted upon with civil society, adopted, and implementation commenced. A regional plan was adopted by the Kurdistan Regional Government

Estimate 2012: Government of Iraq continues the implementation of the National Action Plan on Human Rights, and undertakes regular monitoring, reporting and advocacy on status of implementation

Target 2013: recommendations from the National Action Plan are reflected in the budget of the Government of Iraq and concrete policy reform is put in place

(iii) The Government of Iraq and civil society have technical capacity for monitoring and reporting on a range of human rights issues

Performance measures

Number of Human Rights Office joint programmes with international stakeholders, the Government of Iraq and civil society, aimed at capacity-building, monitoring, reporting and advocacy on a range of human rights issues

Actual 2011: 12 training sessions/seminars/workshops on various human rights issues were organized. Approximately 216 persons participated

Estimate 2012: 18 training sessions/workshops/seminars are organized by Human Rights Office and 324 persons will participate

Target 2013: 20 activities are conducted for building capacity of civil society

(iv) Rule of law is strengthened

Performance measures

Monitoring of the places of detention and trials is undertaken and a high-level ministerial committee is established to monitor treatment of detainees

Actual 2011: 12 prison visits undertaken

Estimate 2012: 25 prison visits and technical high-level ministerial committee established

	Target 2013: technical assistance provided to the high-level ministerial committee; number of prison visits increased to 30, including joint visits with the committee

Outputs

- Technical support through 3 seminars and 5 training sessions to build the capacity of the 11 members of the Iraqi independent High Commission for Human Rights in implementing their mandate
- Monthly meetings and two training sessions with the High Commission for Human Rights will be conducted to strengthen members' capacity to implement the Commission's mandate
- Regular participation in the monitoring mechanisms established by the Government of Iraq and by the Kurdistan Regional Government to monitor the implementation of the National and the Regional Action Plan on human rights
- Two training sessions for 40 representatives of the Government of Iraq on implementation of recommendations by the Human Rights Council following the universal periodic review as adopted in the National Action Plan for Human Rights
- Eighteen human rights training courses to strengthen the human rights monitoring and reporting skills of the civil society organizations
- Monthly prison visits throughout the country and five training sessions delivered to prison guards on international human rights standards, administration of justice and prison condition
- Six high-level meetings with the Ministry of Justice, the Ministry of Human Rights, the Ministry of Defence and the Ministry of Labour and Social Affairs on rule of law, treatment of detainees and due process rights

Expected accomplishments	**Indicators of achievement**
(f) Progress towards strengthened socioeconomic development and humanitarian assistance	(f) (i) Facilitation of joint programming with the United Nations country team and the Government of Iraq for harmonized and integrated delivery of essential services and reform of related State institutions, with particular focus on environment, private sector, public sector, and public distribution system, within the framework of the United Nations Development Assistance Framework and integrated priority task forces *Performance measures* Number of joint programmes developed Actual 2011: 20 Estimate 2012: 7 Target 2013: 7

(ii) Improved information-sharing mechanisms between internal and external stakeholders to promote evidence-based planning and advocacy at strategic and operational levels on development and humanitarian issues

Performance measures

Number of knowledge-sharing forums supported by the Office of the Deputy Special Representative of the Secretary-General for Development and Humanitarian Support

Actual 2011: 10

Estimate 2012: 7

Target 2013: 8

Performance measures

Number of information products disseminated

Actual 2011: 20 (not an indicator in 2011)

Estimate 2012: 175

Target 2013: 24

(iii) Continued community empowerment in identifying and implementing small-scale projects addressing humanitarian and social needs

Performance measures

Number of communities benefiting from approved projects

Actual 2011: 50

Estimate 2012: 40

Target 2013: 10

(iv) Engagement and partnering with the Government of Iraq and civil society to support and strengthen vulnerable populations, in particular, internally displaced persons, refugees, returnees, women, girls, youth and minorities, to secure their safety, inclusion and empowerment for participation in economic and political activities

Performance measures

Number of information-sharing/advocacy initiatives

Actual 2011: 8

Estimate 2012: 9

Target 2013: 12

Outputs

- Regular and periodic forums (United Nations Development Assistance Framework and integrated working groups, United Nations country team and humanitarian country team coordination meetings) convened and facilitation and coordination provided with regard to United Nations evidence-based development and humanitarian programming at all levels (national and local) to ensure a cohesive and proactive United Nations response to the priorities and needs as articulated in the National Development Plan and reflected in the United Nations Development Assistance Framework
- Facilitation of identification and partnership-building between civil society and the United Nations, resulting in 10 community-based projects programmed through national civil society organizations in support of indicators of achievement (f) (iii) and (iv) throughout the country
- Quarterly Iraq Partners Forum meetings will be held to promote coordination between the international community members and the Government of Iraq regarding humanitarian, development and peacebuilding interventions. As relevant, subforums will be created to address emerging issues or priorities
- Annual and biannual evidence-based information products to guide programming, including maps, fact sheets and profiles at national and governorate levels, will be supported and disseminated to Iraqi authorities, national institutions, donors, the United Nations and international stakeholders. Additional bespoke products will be produced and disseminated as appropriate throughout the year
- The convening of 12 information-sharing sessions/advocacy campaigns with the Government of Iraq, civil society and the United Nations country team will be supported

External factors

50. The Mission is expected to achieve its objectives provided that: (a) the security situation remains sufficiently permissive, and the United Nations has sufficient security and logistical resources to enable the mobility and activities of the United Nations throughout the country; (b) the main political interlocutors remain committed to the peace and national reconciliation process, and Iraqi interlocutors maintain their commitment to strengthening democracy, the rule of law, and protection of human rights in Iraq; (c) events unfolding in the wider region do not adversely affect Iraq's internal political stability; (d) political agreements and decisions are made in the Council of Representatives allowing the conduct of electoral events and the establishment of a new Board of Commissioners of the Independent High Electoral Commission; (e) no natural disasters occur that would require a realignment of human and financial resources; (f) the situation in the region does not provoke significant population movements and tightening of security at the borders that would impact vulnerable populations seeking safety; (g) working relationships between the branches and levels of government, including subnational and regional government entities, are maintained; and (h) there is sufficient and appropriate capacity within national and subnational structures and institutions to allow for proper engagement between the United Nations, the Government of Iraq, the Kurdistan Regional Government and civil society.

III. Resource requirements

51. The proposed resource requirements for UNAMI for the period from 1 January to 31 December 2013 are estimated at $141,694,700 (net of staff assessment), as shown in tables 1 and 4. Tables 2 and 3 provide details concerning the staffing requirements. The report allows for a comparison between the total requirements for 2013 and the total requirements for 2012, as approved by the General Assembly in its resolution 66/247.

Table 1
Total resource requirements (net)
(Thousands of United States dollars)

	1 January to 31 December 2012			*Requirements for 2013*			
Category	*Appropriation*	*Estimated expenditure*	*Variance*	*Total requirements*	*Net requirements*[a]	*Non-recurrent requirements*	*Variance 2012-2013*
	(1)	*(2)*	*(3)=(1)-(2)*	*(4)*	*(5)=(4)-(3)*	*(6)*	*(7)=(4)-(1)*
Military and police personnel	23 312.9	16 764.9	6 548.0	13 042.2	6 494.2		(10 270.7)
Civilian personnel	67 027.1	82 458.0	(15 430.9)	67 799.3	83 230.2		772.2
Operational	82 050.1	73 161.2	8 888.9	60 853.2	51 964.3	2 666.7	(21 196.9)
Total	**172 390.1**	**172 384.1**	**6.0**	**141 694.7**	**141 688.7**	**2 666.7**	**(30 695.4)**

[a] Net requirements after taking into account the estimated underexpenditures or overexpenditures for 2012.

Table 2
Total staffing requirements

	Professional and higher categories									*General Service and related categories*			*National staff*		
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Field/ Security Service*	*General Service*	*Total international*	*National Professional Officer*	*Local level*	*Total*
Approved 2012	1	2	2	8	21	67	73	19	193	264	–	457	98	484	1 039
Proposed 2013	1	2	1	7	24	64	65	10	174	224	–	398	90	465	953
Change	–	–	**(1)**	**(1)**	**3**	**(3)**	**(8)**	**(9)**	**(19)**	**(40)**	–	**(59)**	**(8)**	**(19)**	**(86)**

52. The total staffing complement proposed for UNAMI for the period from 1 January to 30 December 2013 amounts to 953 civilian personnel, comprising 398 international staff (174 Professional positions and 224 positions in the Field Service category) and 555 national staff (90 National Professional Officers and 465 Local level staff), an authorized strength of 13 seconded military advisers, 6 seconded police advisers and 272 contingent personnel of the Guard Unit.

53. A breakdown of the staffing establishment by location is provided in table 3.

Table 3
Staffing requirements by location

	Professional and higher categories									*General Service and related categories*			*Local level*		
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Subtotal*	*Field Service*	*General Service*	*Total international*	*National Professional Officer*	*Local level*	*Total*
Proposed 2012															
Baghdad[a]	1	2	2	7	15	43	34	9	113	134	–	247	54	216	517
Baghdad International Airport	–	–	–	–	–	–	3	1	4	25	–	29	1	16	46
Basra	–	–	–	–	1	3	7	2	13	9	–	22	11	18	51
Erbil	–	–	–	–	3	6	9	2	20	16	–	36	13	66	115
Kirkuk	–	–	–	–	1	2	8	3	14	17	–	31	8	33	72
Kuwait	–	–	–	–	1	11	10	1	23	57	–	80	1	128	209
Tehran	–	–	–	1	–	1	–	–	2	–	–	2	1	1	4
Amman	–	–	–	–	–	1	2	1	4	6	–	10	5	6	21
Ramadi	–	–	–	–	–	–	–	–	–	–	–	–	2	–	2
Najaf	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Mosul	–	–	–	–	–	–	–	–	–	–	–	–	2	–	2
Total 2012	**1**	**2**	**2**	**8**	**21**	**67**	**73**	**19**	**193**	**264**	**–**	**457**	**98**	**484**	**1 039**
Proposed 2013															
Baghdad[a]	1	2	1	6	20	49	41	8	128	134	–	262	65	213	540
Baghdad International Airport	–	–	–	–	–	–	2	–	2	13	–	15	–	12	27
Basra	–	–	–	–	1	2	2	–	5	7	–	12	2	12	26
Erbil	–	–	–	–	1	3	8	1	13	8	–	21	16	72	109
Kirkuk	–	–	–	–	1	3	6	–	10	14	–	24	4	23	51
Kuwait	–	–	–	–	1	6	6	1	14	48	–	62	–	124	186
Tehran	–	–	–	1	–	1	–	–	2	–	–	2	1	1	4
Amman	–	–	–	–	–	–	–	–	–	–	–	–	1	8	9
Ramadi	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Najaf	–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Mosul	–	–	–	–	–	–	–	–	–	–	–	–	1	–	1
Total 2013	**1**	**2**	**1**	**7**	**24**	**64**	**65**	**10**	**174**	**224**	**–**	**398**	**90**	**465**	**953**
Change	**–**	**–**	**(1)**	**(1)**	**3**	**(3)**	**(8)**	**(9)**	**(19)**	**(40)**	**–**	**(59)**	**(8)**	**(19)**	**(86)**

[a] Inclusive of positions in New York (3 P-4, 2 P-3).

54. Changes in the staffing establishment for individual substantive and administrative offices compared with 2012 are set out below.

A. Office of the Special Representative of the Secretary-General

International staff: *Inward redeployment of 6 positions (1 P-5 from the Office of Chief of Mission Support, 1 P-4 from the Office of Political Affairs, 1 P-4 from the Office of the Chief of Staff, 2 P-3 from the Office of the Deputy Special Representative of the Secretary-General for the Integrated Coordination of Development and Humanitarian Affairs, 1 P-3 from the Security Section)*

Inward redeployment and reclassification of 1 position (1 D-1 from the Office of Political Affairs redeployed and reclassified to P-5)

Outward redeployment of 3 positions (1 P-4 and 2 P-3 to the Office of the Chief of Staff)

Reclassification of 1 P-4 to P-3

Outward redeployment of 1 Field Service position to the Office of the Deputy Special Representative of the Secretary-General

National staff: *Inward redeployment of 5 positions (3 National Professional Officer from the Office of the Deputy Special Representative of the Secretary-General for the Integrated Coordination of Development and Humanitarian Affairs, 1 National Professional Officer from the Office of the Deputy Special Representative for the Secretary-General (Political), 1 Local level from the Office of Political Affairs)*

Outward redeployment 5 (National Professional Officer) positions to the Office of the Chief of Staff

	Professional category and above									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Total*	*Field/ Security Service*	*General Service*	*Total inter-national*	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Grand total*
Approved 2012	1	–	–	–	–	4	3	–	8	4	–	12	5	2	–	19
Proposed 2013	1	–	–	–	2	4	5	–	12	3	–	15	4	3	–	22
Change	–	–	–	–	**2**	–	**2**	–	**4**	**(1)**	–	**3**	**(1)**	**1**	–	**3**

55. The Special Representative of the Secretary-General, at the Under-Secretary-General level, is the head of the Mission and undertakes the mandate vested in the Mission by the Security Council in its resolutions 1483 (2003), 1500 (2003), 1511 (2003), 1546 (2004), 1557 (2004) and 1770 (2007). The Council extended the mandate of the Mission until 7 August 2009 by resolution 1830 (2008), until 7 August 2010 by resolution 1883 (2009), until 31 July 2011 by resolution 1936 (2010), until 31 July 2012 by resolution 2001 (2011), and until 31 July 2013 by resolution 2061 (2012). The Special Representative is the United Nations designated official for security.

56. In 2013, the Deputy Special Representative of the Secretary-General for Political Affairs (Assistant Secretary-General), the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs (Assistant Secretary-General), the Chief of Staff (D-2), the Chief of the Human Rights Office (D-1), the Chief of the Public Information Office and Spokesperson (D-1), the Chief of Mission Support (D-1) and the Chief Security Adviser will all report directly to the Special Representative.

57. For 2013, the immediate Office of the Special Representative, located in Baghdad, will comprise one Special Adviser on Political Affairs and Camp Ashraf issues (P-5), two Special Assistants to the Special Representative (1 P-4 and 1 P-3), one Administrative Officer (Field Service) and two Administrative Assistants (1 Field Service and 1 Local level).

58. Under the auspices of the Office of the Special Representative is the Office of the Resident Auditor in Baghdad, which comprises one Resident Auditor (P-4), one Auditor (P-3), one Administrative Assistant (Field Service) (Kuwait) and one Accounting Assistant (Local level).

59. In 2013, it is proposed that a Joint Analysis and Policy Unit be established in UNAMI under the Office of the Special Representative, in order to provide the Special Representative with focused, integrated, forward-looking analysis drawn upon information across all pillars of the Mission and United Nations agencies, funds and programmes. The Unit will serve as a dynamic and flexible instrument to address emerging needs, and will provide policy and strategic advice to the senior leadership. It will draw its staffing positions from existing human resources and will comprise one Chief of the Joint Analysis and Policy Unit (P-5), one Deputy Chief Analyst (P-4), one Humanitarian Affairs Officer (P-3), one Information Analyst (P-3), one Information Manager (P-3), one Remote Sensing/GIS Expert (National Professional Officer), one Research Analyst Officer (National Professional Officer), one Analysis Officer (National Professional Officer) and one Administrative/ Language Assistant (Local level).

60. The Gender Unit of the Office will be headed by one Gender Adviser (P-4), and supported by one Gender Affairs Officer (National Professional Officer).

Staffing changes

61. With a view to achieving closer collaboration between the Translation Unit and other sections of the Mission, it is proposed that the Translation Unit of the Office of the Special Representative be redeployed, along with one Translator (P-4), who heads the unit, and seven Translators (2 P-3 and 5 National Professional Officers), to the Office of the Chief of Staff.

62. It is proposed that the Joint Analysis and Policy Unit be created in the Office of the Special Representative in Baghdad and comprise of one Chief of the Joint Analysis and Policy Unit (P-5) redeployed from the Office of the Chief of Mission Support, one Political Affairs Officer (P-4), Baghdad, to be redeployed from the Office of Political Affairs, and retitled Deputy Chief, Joint Analysis and Policy Unit. Two positions are proposed for redeployment from the Office of the Deputy Special Representative of the Secretary-General for the Integrated Coordination of Development and Humanitarian Affairs, one from the Information Analysis Unit in Baghdad and the other from the Baghdad office to serve as Humanitarian Affairs

Officer (P-3), and Information Analysts (P-3), respectively, while it is proposed that one position be redeployed from the Security Section in Iraq and serve as Information Manager (P-3). Three National Professional Officer positions are proposed for redeployment from the Office of the Deputy Special Representative of the Secretary-General for the Integrated Coordination of Development and Humanitarian Affairs to serve as Remote Sensing/GIS expert (National Professional Officer), Research Analyst Officer (National Professional Officer) and Analysis Officer (National Professional Officer), respectively. Finally, it is proposed that one assistant (Local level) be redeployed from the Office of Political Affairs, to serve as Administrative/Language Assistant.

63. With gender as a cross-cutting issue relating to all mission components (political, humanitarian/development and mission support), the location of the post of Gender Adviser under the direct supervision of the Special Representative will facilitate collaboration and systematic inclusion of gender perspectives and issues relating to women within all activities of the mission components, as well as promote accountability of mission leadership and staff to achieve the United Nations system-wide goal to support gender equality and women's empowerment in line with the Mission's mandate. Furthermore, within the context of the Department of Political Affairs and UNAMI in particular, the work of the Gender Adviser to strengthen government efforts and support civil society organizations in promoting women's participation in national reconciliation and post-conflict political participation in line with Security Council resolution 1325 (2000) and subsequent resolutions on women, peace, and security, is largely political in nature, requiring the political will and regular engagement of national political leaderships and other key stakeholders. The Office of the Special Representative of the Secretary-General is well placed to provide support to the Gender Adviser in this area through its good offices and leverage in its interaction with national leadership. One position for Gender Adviser (P-4) from the Office of the Chief of Staff, and one Gender Affairs Officer (National Professional Officer) from the Office of the Deputy Special Representative for Political and Constitutional Affairs and Electoral Assistance will be redeployed to the Gender Affairs Unit.

64. To strengthen the internal audit and monitoring functions of the Mission, it is proposed that one Resident Auditor (P-4), one Auditor (P-3) and one Accounting Assistant (Local level) in the Audit unit be redeployed from Kuwait to Baghdad, where the unit will be directly supervised by the Special Representative.

65. It is proposed that one position of Special Adviser on Political Affairs (D-1) be redeployed from the Office of Political Affairs to the Office of the Special Representative and reclassified as Special Adviser on Political Affairs and Camp New Iraq issues (P-5). The reclassification is owing to the progressively changing nature of the complex Camp New Iraq (formerly Camp Ashraf) issue, which during 2012 has entered into a more mature phase, requiring advice and monitoring engagement of a more routine nature.

66. One Special Assistant (P-4) position is proposed for reclassification to Special Assistant (P-3).

67. In order to correctly reflect the positions in the Office of the Special Representative and the Office of the Deputy Special Representative (Political), one position of Personal Assistant (Field Service), will be redeployed to the Office of the Deputy Special Representative.

Office of the Chief of Staff

International staff: *Reclassification of 2 positions (1 D-1 to P-5, 1 P-4 to P-3)*

Outward redeployment of 5 positions (4 P-5 to the Office of the Deputy Special Representative and 1 P-4 to the Office of the Special Representative

Inward redeployment of 3 positions (1 P-4 and 2 P-3 from the Office of the Special Representative, 1 P-2 from the Office of the Deputy Special Representative for the Integrated Coordination of Development and Humanitarian Affairs and 1 Field Service from the General Services Section)

National staff: *Outward redeployment of 3 (Local level) positions to the Office of the Deputy Special Representative*

Inward redeployment of 5 (National Professional Officer) positions to the Office of the Special Representative

	Professional category and above									*General Service and related category*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Total*	*Field/ Security Service*	*General Service*	*Total inter-national*	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Grand total*
Approved 2012	–	–	1	1	7	4	1	–	14	1	–	15	3	7	–	25
Proposed 2013	–	–	1	–	4	3	4	1	13	2	–	15	8	4	–	27
Change	**–**	**–**	**–**	**(1)**	**(3)**	**(1)**	**3**	**1**	**(1)**	**1**	**–**	**–**	**5**	**(3)**	**–**	**2**

68. The Office of the Chief of Staff functions as the executive office of the Special Representative, advises the Special Representative and the two Deputy Special Representatives, and is also one of the three designated officials for security. The Office of the Chief of Staff is the principal interface on strategic programme planning and coordination within the integrated Mission, with the United Nations country team, the Government of Iraq, embassies and other international and national partners and, in that capacity, oversees the coordination of all the Mission components and resources, so as to ensure the effective implementation of its mandate.

69. Although serious challenges still persist, the paramount security constraints to stability have gradually been declining. Over the coming years, the integrated Mission will continue to address the political concerns that divide the country, and strengthen the State's electoral and participatory structures, thereby consolidating the democratic foundations for stable democratic institutions and a platform for development. The Mission will continue its change management and, as its programmes and activities come to fruition, Iraq's political and sectarian discrepancies are resolved, and democratic participatory mechanisms established, UNAMI will reduce its presence in the country, and hand over to the United Nations country team to continue its socioeconomic development support.

70. Centrally positioned within the integrated Mission as the strategic executive of the Special Representative, the Office of the Chief of Staff is responsible for change

management, strategic programme and planning as the Mission aligns itself to the new sociopolitical paradigm in Iraq post-United States Forces in Iraq. The Office of the Chief of Staff has the responsibility for ensuring that the vision of the Special Representative is transformed into strategic programmes and plans of the integrated Mission and that the planning processes to achieve these programmatic objectives are sequenced and aligned within the Mission and with the progressive support to the Government of Iraq throughout the change management process.

71. A pivotal strategic responsibility of the Office of the Chief of Staff continues being the preparation of the results-based budget. During the 2013 budget cycle, the Office will strengthen the monitoring and reporting on the programmatic aspects of the budget and expand the Mission's accountability through introducing strategic guidance of the results-based management concept.

72. Since 1 January 2012, the Government of Iraq assumed full sovereignty, including security and border control. Procedures for the Mission's operational relations, established during the presence of the United States Forces in Iraq, are being questioned by the Iraqi administration. In the absence of a status-of-mission agreement, establishing new procedures and agreements frequently requires high-level negotiations and coordination with the Iraqi ministries. With the withdrawal of the United States Forces in Iraq, it has fallen on the Mission to directly engage the Government of Iraq on all arrangements related to customs clearances, visas, weapons import, premises and other issues that were previously managed through the United States Forces in Iraq.

73. The Government's own transition has caused several months' delay in clearing goods through customs, and required extensive high-level negotiations with authorities at the ministerial and governorate levels to ensure agreements for UNAMI and the United Nations country team's use of premises (accommodation, as well as offices) at Kirkuk, Baghdad International Airport and Basra, where the Mission previously co-located with the United States Forces in Iraq. As a consequence, the Office of the Chief of Staff has experienced a significant increase in responsibilities and activities as it oversees the functions of planning and coordination.

74. Based in Baghdad, the Chief of Staff (D-2) will be supported by one Special Assistant (P-3), one Personal Assistant (Field Service) and one Administrative Assistant (Local level). Reporting directly to the Chief of Staff will be one Senior Programme Officer (P-5), one Senior Planning and Coordination Officer (P-5), one Senior Conduct and Discipline Officer (P-5), and one Senior Legal Affairs Adviser/ Head of Legal Affairs (P-5).

75. The Senior Programme Officer (P-5) will manage the portfolio of strategic planning and results-based management, supported by two Programme and Planning Officers (1 P-4 and 1 P-3), one Liaison Officer (National Professional Officer) and an Administrative Assistant (Local level). The Senior Planning and Coordination Officer (P-5) will ensure substantive response, liaison and coordination with agencies and the Government, supported by two Planning and Coordination officers (1 P-4 and 1 P-2), one Liaison and Coordination Officer (National Professional Officer) and one Administrative Assistant (Local level).

76. The Head of Legal Affairs (P-5) will be supported by one Legal Affairs Officer (National Professional Officer) and one Legal Assistant (Local level). Under the

supervision of the Head of Legal Affairs, one Administrative Assistant (Field Service) will manage the specific legal administrative support to the Mission's Board of Inquiry execution.

77. The Translation and Interpretation Unit will be headed by one Translator (P-4) and supported by one Translator (P-3) and five Translators (National Professional Officer) in Baghdad. In Erbil, the unit is also supported by one Translator (P-3).

Staffing changes

78. In 2013, in order to realize the restructured and expanded portfolio of responsibilities of the Office, the following changes are proposed.

79. The three Heads of Regional Offices (P-5) in Basra, Erbil and Kirkuk and their respective Administrative Assistants (Local level) will be redeployed from the Office of the Chief of Staff to the Office of the Deputy Special Representative for Political Affairs to realign with the political advisory and management lines of the Mission.

80. It is proposed that one Senior Police Adviser (P-5) be redeployed to the office of the Deputy Special Representative for Political Affairs to continue to provide advice and maintain liaison with the Ministry of Interior, the Iraqi police and military forces, as well as provide support to the Camp New Iraq (formerly Camp Ashraf) operation. In addition, up to six civilian police officers, sourced from the contributions of Member States, will also be redeployed to the office of the Deputy Special Representative for Political Affairs to continue to support the activities of the Police Advisory Unit. In addition, the Military Advisory Unit, consisting of 1 Senior Military Adviser and up to 12 authorized military advisers, also sourced from contributions of Member States will be redeployed to the office of the Deputy Special Representative for Political Affairs.

81. It is proposed that the Gender Adviser (P-4) be redeployed to the Office of the Special Representative to emphasize the importance attributed to the Mission's gender portfolio and resolve to mainstream and enhance the gender equity discussion in internal and external relations.

82. In line with the increased portfolio, a stronger focus on programme and planning, and less on political and regional office management, it is proposed that the position of Deputy Chief of Staff (D-1) be reclassified to Senior Programme Officer (P-5). With the increased portfolio of programme planning in the post-United States Forces environment, the Chief Programme Officer will provide strategic programmatic guidance and technical support to the Chief of Staff and senior management, with responsibilities for change management, strategic programme development, a strengthened results-based management and implementation and monitoring of the United Nations integrated strategic framework.

83. The expanded portfolio not only requires a senior management enhancement, but warrants a robust substantive support structure that would ensure the office capability to respond to the continuous volume of strategic planning, programming and coordination assignments. To support the portfolios for strategic programme planning and coordination respectively, it is proposed that one Associate Humanitarian Affairs Officer (P-2) be redeployed from the Office of the Deputy Special Representative for the Integrated Coordination of Development and

Humanitarian Affairs and retitled Associate Planning Officer (P-2), who will support liaison and coordination with partners in the Mission, the Government and embassies.

84. To support the substantive administrative management functions, it is proposed that one Programme Officer position in Baghdad (P-4) be reclassified to Special Assistant (P-3) to the Chief of Staff. The Special Assistant will assist the Chief of Staff with drafting code cables, talking points, daily and weekly reports and other substantive correspondence of a sensitive nature, provide secretariat support to weekly and ad hoc meetings managed by the Chief of Staff, and maintain liaison with offices within the integrated Mission.

85. The Mission has accepted the recommendation of the Department of Field Support that the Board of Inquiry be placed under the aegis of the Chief of Staff and will in 2013 redeploy that function and the related resources to the Office of the Chief of Staff. Consequently, the Board of Inquiry Administrative Assistant (Field Service) will be redeployed from the General Services Section.

86. To strengthen the natural management lines of the Mission it is proposed that the Office of the Chief of Staff take over the translation unit, consisting of one Translator (P-4) supported by seven Translators (2 P-3 and 5 National Professional Officers). The unit will be redeployed from the Office of the Special Representative.

87. Two Protocol and Liaison Officer positions (National Professional Officer) are proposed for redeployment from the immediate Office of the Chief of Staff, one to the Planning and Coordination Unit and retitled Liaison and Coordination Officer, and the other to the Programme and Planning Unit and retitled Liaison Officer.

88. It is proposed that one Head Planning and Coordination Officer position (P-5) in the Planning and Coordination Unit be retitled Planning and Coordination Officer (P-5).

89. It is also proposed that one Administrative Assistant (Local level) position be redeployed from the Planning and Coordination Unit to the Programme and Planning Unit.

90. It is further proposed that one Legal Assistant position (Local level) be redeployed from the Office of the Legal Adviser to the immediate Office of the Chief of Staff and retitled Administrative Assistant.

Office of the Deputy Special Representative of the Secretary-General for Political Affairs and Electoral Assistance

International staff:	*Inward redeployment of 6 positions (4 P-5 from the Office of the Chief of Staff, 1 P-3 from the Office of the Deputy Special Representative for the Integrated Coordination of Development and Humanitarian Affairs and 1 Field Service from the Office of the Special Representative)*
National staff:	*Outward redeployment of 1 (National Professional Officer) position to the Office of the Special Representative*
	Inward redeployment of 3 Local level positions from the Office of the Chief of Staff

	Professional category and above									*General Service and related category*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Total*	*Field/ Security Service*	*General Service*	*Total inter-national*	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Grand total*
Approved 2012	–	1	–	1	–	3	–	–	5	–	–	5	3	3	–	11
Proposed 2013	–	1	–	1	4	3	1	–	10	1	–	11	2	6	–	19
Change	**–**	**–**	**–**	**–**	**4**	**–**	**1**	**–**	**5**	**1**	**–**	**6**	**(1)**	**3**	**–**	**8**

91. The Deputy Special Representative for Political Affairs and Electoral Assistance leads the political pillar of UNAMI and oversees the work of the Offices of Political Affairs, Electoral Assistance, military and police advisers, and the heads of offices. The Deputy Special Representative is the Officer-in-Charge in the absence of the Special Representative and is one of the three designated officials for security.

92. For 2013, the immediate Office of the Deputy Special Representative (Assistant Secretary-General), located in Baghdad, will comprise 1 Senior Police Adviser (P-5) and up to 6 police advisers, sourced from Member States, 1 Special Assistant (P-4), 1 Child Protection Adviser (P-4), 1 Political Affairs Officer (P-3), 1 Personal Assistant (Field Service), 1 Child Protection Officer (National Professional Officer), 2 Administrative Assistants (Local level) and 1 Senior Military Adviser and up to 12 military advisers, sourced from Member State contributions.

93. The Deputy Special Representative will be supported in Tehran by a Liaison Officer (D-1), one Political Affairs Officer (P-4), one Translator (National Professional Officer) and one Administrative Assistant (Local level).

94. The Basra, Erbil and Kirkuk regional offices will each be headed by one Head of Office (P-5) who will report to the Deputy Special Representative and will be supported by one Administrative Assistant (Local level), respectively.

Staffing changes

95. In order to realize the staffing structure reflected above, the following changes are proposed.

96. The three Heads of Regional Offices (P-5) in Basra, Erbil and Kirkuk and their respective administrative assistants (Local level) will be redeployed from the Office of the Chief of Staff to the Office of the Deputy Special Representative to correspond with the political advisory and management lines of the Mission.

97. It is proposed that the Senior Police Adviser (P-5) and up to 6 police advisers, sourced from Member States, and the Senior Military Adviser and up to 12 military advisers, sourced from Member States, be redeployed from the Office of the Chief of Staff to the Office of the Deputy Special Representative (Political), where they will continue to provide advice and maintain liaison with the Ministry of the Interior, Iraqi police and military forces, as well as provide support to the Camp New Iraq operation.

98. It is proposed that one Political Affairs Officer (National Professional Officer) be redeployed from the Office of the Deputy Special Representative to the Office of the Special Representative in the Gender Unit and retitled Gender Affairs Officer.

99. It is also proposed that one Humanitarian Affairs Officer (P-3) position be redeployed from the Office of Integrated Development and Humanitarian Affairs in Erbil to the Office of the Deputy Special Representative in Baghdad and retitled Political Affairs Officer (P-3). In the light of the expanded structure of the Office of the Deputy Special Representative, it is envisaged that the Political Affairs Officer will provide support to the Deputy Special Representative in the coordination and management of the work of the regional hubs.

100. In order to correctly reflect the positions in the Offices of the Special Representative and the Deputy Special Representative (Political), one position of Personal Assistant (Field Service), reflected under the Office of the Special Representative in the 2012 budget, will be reverted to the Office of the Deputy Special Representative (Political).

Office of Political Affairs

International staff: *Reclassification of 4 positions (1 D-2 to D-1, 1 D-1 to P-5, 1 P-4 to P-5 and 1 P-3 to P-4)*

Outward redeployment of 2 positions (1 P-5 and 1 P-4) to the Office of the Special Representative

Inward redeployment of 1 P-2 and one P-3 from Security Section in Iraq

National staff: *Abolition of 2 (Local level) positions*

Redeployment of 1 (Local level) position to the Office of the Special Representative

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Total*	*Field/ Security Service*	*General Service*	*Total inter-national*	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Grand total*
Approved 2012	–	–	1	1	3	12	8	1	26	1	–	27	24	14	–	65
Proposed 2013	–	–	–	1	4	11	8	2	26	1	–	27	24	11	–	62
Change	**–**	**–**	**(1)**	**–**	**1**	**(1)**	**–**	**1**	**–**	**–**	**–**	**–**	**–**	**(3)**	**–**	**(3)**

101. The Office of Political Affairs is the engine of the Mission's political engagement. The Office provides operational and long-term policy planning and strategic analysis to the Special Representative, the Deputy Special Representative (Political) and United Nations Headquarters. It maintains liaison with political parties, official State institutions, the diplomatic community, civil society and other concerned entities. The Office has a lead role in advising and making recommendations to the Special Representative and the Deputy Special Representative (Political), as well as developing, organizing, engaging and following-up on various initiatives.

102. In 2013, the Office's activities will continue in a dynamic and complex political environment with operational parameters defined by a tense and volatile political situation. Inside and outside Iraq, the expectations of UNAMI will remain high. One of the Mission's main priorities will be confidence-building and consensus promotion in the implementation of its mandate. It is anticipated that this will be particularly challenging in a highly charged political atmosphere as provincial and national elections loom in 2013 and 2014, respectively. In this context, it will be important for the Office of Political Affairs to focus on Iraq's unfinished legislative agenda through political mediation and facilitation in step with technical assistance, engagement with political parties and civil society organizations to promote dialogue and reconciliation on key issues of importance to the future stability of the country, including the disputed internal boundaries and Kirkuk elections, and coordination of activities with the United Nations country team, including electoral support, human rights and capacity-building. On the regional front, UNAMI will continue to monitor wider regional developments which may impact Iraq, including the situation in the Syrian Arab Republic and Iraq's relations with its other neighbours.

103. For 2013, the office in Baghdad will be headed by a Chief of Political Affairs (D-1), reporting directly to the Deputy Special Representative (Political). The Chief will be supported by 4 Senior Political Affairs Officers (P-5), 10 Political Affairs Officers (7 P-4 and 3 P-3), 2 Constitutional Affairs Officers (1 P-4 and 1 P-3), 2 Associate Political Affairs Officers (P-2) and 1 Administrative Assistant (Field Service). There will also be 3 Constitutional Affairs Officers (National Professional Officer), 4 Political Affairs Officers (National Professional Officer), 13 Governorate Liaison Officers (National Professional Officer), 3 Administrative Assistants (Local level) and 3 Language Assistants (Local level).

104. The office in Erbil will be staffed by one Constitutional Affairs Officer (P-4), one Political Affairs Officer (P-3), two Political Affairs Officers (National Professional Officer), one Governorate Liaison Officer (National Professional Officer), one Administrative Assistant (Local level) and two Language Assistants (Local level).

105. The office in Kirkuk will be headed by one Political Affairs Officer (P-4), supported by one Political Affairs Officer (P-3), one Political Affairs Officer (National Professional Officer), one Administrative Assistant (Local level) and one Language Assistant (Local level).

106. The political issues related to the south of the country, including the Kuwait files, will be managed through the contacts and advocacy of the central level contacts in Baghdad. Thus, the Office of Political Affairs will withdraw its presence from the Basra office in 2013, and will address any residual regional political issues through roving political affairs officers visiting from its office in Baghdad.

107. In New York, three Political Affairs Officers (1 P-4 and 2 P-3) will continue to provide ongoing political, operational and planning support to UNAMI in the Department of Political Affairs Iraq team.

Staffing changes

108. It is proposed that the position of the Director (D-2) be reclassified as Chief, Political Affairs (D-1). In addition, one Political Affairs Officer (P-4) position

would be reclassified as Senior Political Affairs Officer (P-5). The Senior Political Affairs Officer would provide deputy Chief functions to the Chief of Political Affairs in every aspect of the work of the Office of Political Affairs. This would also ensure a proper reporting structure within the Office of Political Affairs, and compensate for the functions that would be lost with the reclassification and redeployment of the D-1 position to the Office of the Special Representative.

109. With the transfer of the Camp New Iraq (formerly Camp Ashraf) portfolio directly to the Special Representative, it is also proposed that the Special Adviser on Political Affairs (D-1) be reclassified as Special Adviser on Political Affairs and the Camp Ashraf Issues (P-5) and be redeployed from the Office of Political Affairs to the Office of the Special Representative of the Secretary-General. The reclassification is owing to the progressively changing nature of the complex Camp New Iraq (formerly Camp Ashraf) issue, which during 2012 has entered into a more mature phase, requiring advice and monitoring engagement of a more routine nature.

110. Owing to the consolidation of the UNAMI presence in Baghdad, it is proposed that two Political Affairs Officer positions (1 P-4 and 1 P-3) and one Administrative Assistant (Local level) in Basra be redeployed to Baghdad.

111. It is proposed that one Political Affairs Officer (P-4) position and one Constitutional Affairs Officer (P-3) position be redeployed from Erbil to Baghdad to provide support from Baghdad for the expected increase of mandated activities in the disputed internal areas and Arab-Kurd relations, as well as monitoring of Sunni-Shia dynamics in the context of broader regional events.

112. The Erbil office will be further strengthened by the reclassification of one Constitutional Affairs Officer position from (P-3) to Constitutional Affairs Officer (P-4), the redeployment of one Political Affairs Officer (P-3) position from Kirkuk to Erbil and the redeployment of three Political Affairs Officer positions (National Professional Officer) from Baghdad to Erbil. These reclassifications and redeployments are envisaged to allow the office to better address legal aspects of the outstanding issues between Baghdad and Erbil and enhance capacity for political outreach and analysis.

113. Given the dynamic and rapid developments in the situation in the region, especially in the Syrian Arab Republic, the progress made in the dialogue between Iraq and Kuwait, and the new opportunities for cooperation between Iraq and the Islamic Republic of Iran, it is expected that the Mission's regional political portfolio will acquire additional prominence in its work. In that regard, it is proposed to strengthen the regional political team by the redeployment and reclassification of one Associate Political Affairs Officer (P-2) position from the Security Section to the Office of Political Affairs to provide focused support to the analysis and reporting function of the team.

114. One Political Affairs Officer (P-4) position, Baghdad, will be redeployed to the Office of the Special Representative and retitled Deputy Chief, Joint Policy and Analysis Unit. In order to compensate for this redeployment and ensure sufficient constitutional affairs capacity within the Office of Political Affairs, one Security Officer (P-3) position will be redeployed from the Security Section and retitled Political Affairs Officer, in Baghdad.

115. Following the streamlining of activities, and in order to effectively utilize the available human resources, it is proposed that two Administrative Assistant (Local level) positions in Basra be abolished.

116. It is proposed that one Language Assistant (Local level) position, Basra, be redeployed to the Joint Analysis Policy Unit in the Office of the Special Representative as an Administrative/Language Assistant.

Electoral Assistance Office

International staff: *Inward redeployment of 1 (Field Service) position from the Security Section*

National staff: *Abolition of 1 (Local level) position*

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Total*	*Field/ Security Service*	*General Service*	*Total inter- national*	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Grand total*
Approved 2012	–	–	–	1	2	5	2	–	10	–	–	10	–	7	–	17
Proposed 2013	–	–	–	1	2	5	2	–	10	1	–	11	–	6	–	17
Change	–	–	–	–	–	–	–	–	–	1	–	1	–	(1)	–	–

117. A number of sensitive electoral events are expected in 2013, including elections for governorate councils not incorporated into regions, due by March 2013. As in 2009, these elections may lead to increased political tensions, and require careful and credible preparations by the Independent High Electoral Commission to reduce the risk of conflict. Elections for the Kirkuk Governorate Council and the three governorate councils of the Kurdistan region are also likely to be held in 2013. In addition, preparations will need to start in 2013 for the next Council of Representatives election, due in early 2014. Furthermore, the Independent High Electoral Commission of Iraq may be called upon to carry out other processes, for example, possible referendums on constitutional amendments or the formation of regions, if so requested. In addition to organizing and conducting such processes, each of those events may require comprehensive voter registration exercises or registration updates, which will draw significantly on Independent High Electoral Commission resources. The Independent High Electoral Commission will be led by a new board of commissioners appointed in 2012, which may still be in the process of expanding its capacities. Moreover, changes in senior and mid-level positions in the commission in the course of 2012 and 2013 may affect institutional memory and capacity.

118. UNAMI electoral assistance will provide technical assistance and support to the Independent High Electoral Commission in conducting credible electoral events whose outcomes are widely accepted by the Iraqi people, in particular the 2013 governorate council and preparations for the 2014 parliamentary elections, as well as any other electoral events that may be scheduled. Such assistance will take into particular account the political environment and the risk of increased tensions. UNAMI will also continue leading the coordination of all technical assistance to the Independent High Electoral Commission. The integrated United Nations Electoral

Assistance Team, led by UNAMI and including UNDP and UNOPS resources, will also continue to support and enhance the capacity of the Independent High Electoral Commission to serve as a sustainable and professional electoral administration. This will be of particular importance, given the fact that the new board of commissioners will be in the process of strengthening its capacity and becoming fully operational, and its functioning will be vital to the credibility of future elections in Iraq. Additional efforts from the United Nations team may also be required to quickly bridge any capacity gaps on the part of new senior and mid-level managers in the Independent High Electoral Commission.

119. With a view to prioritization of UNAMI electoral resources, a number of Independent High Electoral Commission departments have been identified as central to a sustainable and credible electoral administration or as requiring additional capacity support. The primary departments or areas of support will include legal advice and complaints, operations, capacity-building, field coordination, logistics, voter registration, training, and data entry functions (including information technology/database). Other areas of work will be covered by United Nations country team partners.

120. The 2009 and 2010 elections demonstrated the importance of creating a legal and operational environment that is conducive to the conduct of sound electoral processes, through a close engagement with other relevant state authorities. The United Nations Electoral Assistance Team Office will therefore provide advice and support, as appropriate and through the Independent High Electoral Commission, to other Iraqi institutions whose activities will have an impact on the preparation of elections in 2013 and 2014, such as the Council of Representatives, various ministries as well as judicial bodies. It will also support and promote close coordination between these institutions and the Independent High Electoral Commission. This will be of particular importance for areas such as voter registration, candidate vetting, security, monitoring of the media campaign, and dispute resolution mechanisms leading to the finalization of results.

121. The proposed staffing for 2013 sets out the resources necessary to continue supporting and assisting the Independent High Electoral Commission with operational preparations for the electoral events expected in 2013, as outlined above. The proposed resources reflect the streamlined staffing introduced in 2012 and will enable UNAMI to offer a very minimum level of support in maintaining the operational readiness of the Independent High Electoral Commission. Should the Independent High Electoral Commission be called upon to conduct a number of parallel electoral processes in 2013, additional resources may be required, including from existing electoral projects in the United Nations country team.

122. For 2013, the UNAMI Electoral Assistance Office will be headed by the Chief Electoral Adviser (D-1), supported by two Senior Electoral Officers (P-5), six Electoral Officers (4 P-4 and 2 P-3), one Logistics Assistant (Field Service), two Administrative Assistants (Local Level), and four Language Assistants (Local level). One Electoral Officer (P-4) in New York will continue to support the team in the mission area.

Staffing changes

123. It is proposed that one position of Logistics Assistant (Field Service) be redeployed from Security Section in Iraq, Kuwait to address the expected increased

electoral activities in advance of the electoral events in 2013 and to coordinate and provide logistical support for workshops, training sessions, and meetings organized by the Electoral Assistance Office, as well as to provide general administrative support to the work of the office. The abolition of one position of Logistics Assistant (Local level) from Baghdad is also proposed.

124. In Baghdad, it is proposed that four Administrative Assistant (Local level) positions be retitled Language Assistants (Local level) to more accurately reflect the work carried out, namely, translation and interpretation for the Electoral Assistance Office staff working with the Independent High Electoral Commission.

Office of the Deputy Special Representative of the Secretary-General for the Integrated Coordination of Development and Humanitarian Affairs

International staff:	*Outward redeployment of 4 positions (1 P-3 to the Office of the Deputy Special Representative for Political Affairs and Electoral Assistance, 2 P-3 to the Office of the Special Representative and 1 P-2 to the Office of the Chief of Staff)*
National staff:	*Abolition of 4 (National Professional Officer) positions*
	Reclassification of 1 (National Professional Officer) position to (Local level)
	Outward redeployment of 5 (National Professional Officer) positions (3 to the Office of the Special Representative, 1 to the Human Rights Office and 1 to the Public Information Office)

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Total*	*Field/ Security Service*	*General Service*	*Total inter-national*	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Grand total*
Approved 2012	–	1	–	1	2	6	11	2	23	2	–	25	29	4	–	58
Proposed 2013	–	1	–	1	2	6	8	1	19	2	–	21	19	5	–	45
Change	**–**	**–**	**–**	**–**	**–**	**–**	**(3)**	**(1)**	**(4)**	**–**	**–**	**(4)**	**(10)**	**1**	**–**	**(13)**

125. Over the past year, significant changes have occurred within the Mission's structure, such as the downsizing of the Amman office, and an enhanced integrated approach that will leverage the value-added of United Nations country team members' mandates within the context of the UNAMI mandate. In the light of the development of the integrated strategic framework and the Government of Iraq's reordering of its priorities, the Office of Development and Humanitarian Support, now renamed the Integrated Coordination Office for Development and Humanitarian Affairs, has reprofiled its footprint in Iraq to a more focused and leaner structure. The emphasis continues to be on zero growth and national capacity, as well as enhanced integration and coordination capacity to facilitate the transition of functions to the United Nations country team over the coming years. While this has resulted in a downsizing of the Office and a number of location changes for staff members, this will ensure that the Integrated Coordination Office for Development

and Humanitarian Affairs can deliver its mandated activities more efficiently and effectively while facilitating the transition process.

126. The Integrated Coordination Office for Development and Humanitarian Affairs is led by the Deputy Special Representative of the Secretary-General for Development and Humanitarian Affairs (Assistant Secretary-General), who coordinates the development and humanitarian activities of the United Nations in Iraq. The Office manages field operations through two hub locations in Iraq and has a national presence in 12 of the country's 18 governorates. The Office also aids in the coordination of United Nations programmatic initiatives at national and local levels, bringing together the priority areas of the United Nations Development Assistance Framework with the integrated priorities of the United Nations system in Iraq, and in the event of a crisis, coordinates the United Nations humanitarian country team under the Inter-Agency Contingency Plan. It also monitors the overall implementation of community-level initiatives funded by the United Nations throughout the country.

127. The Deputy Special Representative for Development and Humanitarian Affairs assumes the responsibilities of the United Nations Resident Coordinator and United Nations Humanitarian Coordinator, leading the United Nations country team in its activities. The Deputy Special Representative is Officer-in-Charge during the absence of the Special Representative and is one of the three designated officials for security. The United Nations country team is composed of 20 agencies (16 resident and 4 non-resident), most of which have international representation in Iraq. This role of the Deputy Special Representative for Development and Humanitarian Affairs requires a diverse support team capable of assisting in humanitarian and development coordination, data collection, analysis and dissemination, the monitoring and evaluation of the United Nations Development Assistance Framework and integrated strategic framework, relationship management of partners, and advocacy. Therefore, the geographic and technical diversity of the Office of the Deputy Special Representative is significant, with national staff providing most of the capacity, supported by international technical staff. In particular, the movement of National Professional Officers into positions in which they serve as de facto deputies to international positions will lay the groundwork for accelerated nationalization by the end of 2013.

128. The past year saw the accelerated implementation of the Government of Iraq's five-year National Development Plan, the United Nations Development Assistance Framework and individual agencies' country programme documents which are aligned with the National Development Plan. As a result, the presence of the development and humanitarian affairs team was reduced, and virtually all functions moved to Iraq.

129. The Office of the Deputy Special Representative has offices in Baghdad and Kirkuk that oversee a network of 12 field presence staff that covers all 18 governorates. National Humanitarian Affairs Officers facilitate the monitoring of United Nations-funded community-level initiatives, and provide information on the overall humanitarian and development situation in each governorate. The team of the Integrated Coordination Office for Development and Humanitarian Affairs continues to provide support to the work of UNAMI and the United Nations country team in terms of field coordination and outreach, and in information collection that is critical to evidence-based planning, which contributes to the work of the Inter-

Agency Information Analysis Unit and the Joint Analysis and Policy Unit to be created in 2013.

130. The Deputy Special Representative is supported by five offices based in Iraq, namely: the Front Office, the Policy and Planning Office, the Integrated Coordination and Outreach Office, the Field Coordination Unit and the Inter Agency Information and Analysis Unit. A Chief, Development and Humanitarian Affairs (D-1), oversees the substantive activities of the Field Coordination Unit, the Integrated Coordination and Outreach Office and the Information and Analysis Unit. Supported by one Administrative Assistant (Local level), the Chief maintains liaison with other elements of the Mission, supports the United Nations country team through mission planning and coordinating with Government ministries, NGOs and advocates at the highest levels on issues affecting the development and humanitarian agenda in Iraq. The Chief also oversees information collection, management and sharing, as well as all reporting on development and humanitarian activities in Iraq.

131. The Front Office of the Deputy Special Representative provides substantive and daily administrative support to the Deputy Special Representative and comprises one Special Assistant (P-4), one Special Assistant (P-3) with a focus on humanitarian issues, one Personal Assistant (Field Service), and one Administrative Assistant (Local level). All personnel are based in Baghdad.

132. The Policy and Planning Unit is responsible for all policy and planning frameworks, transition planning and staff development. The Office comprises one Senior Programme Officer/Strategic Planning Adviser (P-5) who manages the Unit and is responsible for providing key policy and planning advice to the Deputy Special Representative, one Programme Officer (P-4) providing transition planning advice, and one National Humanitarian Affairs Officer (National Professional Officer) who provides support to all policy, planning and transition activities particularly with regard to liaison with national counterparts. All personnel are based in Baghdad.

133. The Integrated Coordination and Outreach Office provides support on operational and policy matters relating to the integrated activities as outlined in the integrated strategic framework, development activities as described by the United Nations Development Assistance Framework, and humanitarian activities in the event of a crisis as described in the Integrated United Nations Contingency Plan. The Office is also responsible for supporting the management of quick-impact projects and other mission outreach and advocacy initiatives. The Office is led by one Senior Programme Officer (P-5) and one National Humanitarian Affairs Officer (National Professional Officer) serving as the deputy. They oversee the work of one Humanitarian Affairs Officer serving as a Monitoring and Evaluation Adviser (P-4), one Programme Officer (P-3), responsible for tracking and coordinating the work planning process vis-à-vis the integrated strategic framework and the United Nations Development Assistance Framework, and one national Humanitarian Affairs Officer (National Professional Officer) providing coordination support with national counterparts. The Senior Programme Officer also oversees the work of the Humanitarian Affairs Officer (P-4), providing partnership coordination with national counterparts, donors, and civil society with the support of one Humanitarian Affairs Officer (P-3) focused on advocacy and communications outreach, one Programme Officer (P-3) focused on facilitation with civil society organizations, minorities, special groups, such as women and youth, and overseeing local community

activities under quick-impact projects, one Humanitarian Affairs Officer (National Professional Officer) serving as deputy and one Associate Humanitarian Affairs Officer (P-2) responsible for quick-impact projects management. One Humanitarian Affairs Officer (P-3) will provide critical mission planning support, and one Programme Assistant (Local level) will provide support to the Office.

134. The Information and Analysis Unit conducts information-gathering and analysis activities for UNAMI, the United Nations country team and the Government of Iraq, and provides information products and maps as a means of promoting evidence-based planning. The Unit works closely with the Field Coordination Unit's network of national staff based in the governorates that collects data and monitors situations of social unrest, and supports the Joint Analysis and Planning Unit through the provision of expertise in humanitarian, development and socioeconomic analysis, and related product development. As of mid-2012, the Inter-Agency Information Analysis Unit no longer had UNAMI-funded staff in Amman, as all were moved to Baghdad. Working in close cooperation and coordination with the Joint Analysis and Planning Unit, it is managed by one Humanitarian Affairs Officer (P-4) serving as the head of the office and providing information coordination management. The position is supported by one Economic and Social Analyst (P-3), one Website Developer and Data Exchange Manager (P-3), one Information Management Assistant (Field Service), one Geographic Information System Officer (National Professional Officer), who provides Geographic Information System services, and one Geographic Information System Assistant (Local level).

135. The Field Coordination Office is structured around two hubs: the North Hub and the Central-South Hub. The North Hub, based in Kirkuk, is managed by one Humanitarian Affairs Officer (P-3), with one National Programme Officer (National Professional Officer) based in Erbil acting as deputy. Both are responsible for liaison with other elements of the Mission at the local level in order to support the United Nations country team through mission planning and coordinating with NGOs and local Government officials and institutions. An additional four Humanitarian Affairs Officers (National Professional Officer) cover Kirkuk, Ninewah, Erbil/ Dohuk, and Suleymaniyah, and serve as the main interlocutors with civil society, and local and provincial authorities on development and humanitarian issues. They are responsible for data collection on development and humanitarian indicators, and for monitoring the implementation of United Nations-supported community-based activities, including quick-impact projects, and other initiatives. Given the large United Nations country team presence in Erbil and the need for logistical support, one Administrative Assistant (Local level) will be based in Erbil.

136. The Central-South Hub is managed by one Humanitarian Affairs Officer (P-4) based in Baghdad and one National Humanitarian Affairs Officer (National Professional Officer) operating in Anbar acting as deputy. Both are responsible for liaison with other elements of the Mission at the local level in order to support the United Nations country team through mission planning and coordinating with NGOs and local Government officials and institutions. An additional eight Humanitarian Affairs Officers (National Professional Officer) cover Baghdad/Babil, Qadissiya/ Wassit, Kerbala/Najaf, Basra, Missan, Muthanna/Thi Qar, Anbar/Salah al-Din, and Diyala, and serve as the main interlocutors with civil society and local and provincial authorities on development and humanitarian issues. They are responsible for data collection on development and humanitarian indicators, and for monitoring

the implementation of United Nations-supported community-based activities, including quick-impact projects, and other initiatives.

Staffing changes

137. Owing to the creation of the Joint Analysis and Policy Unit and the needs of the Office of the Deputy Special Representative for Political Affairs, it is proposed that the following positions be redeployed as follows:

(a) Two Humanitarian Affairs Officers (P-3) to the Joint Analysis Policy Unit;

(b) One Humanitarian Affairs Officer (P-3) from the Baghdad office to the Office of the Deputy Special Representative for Political Affairs;

(c) One Associate Humanitarian Affairs Officer (P-2) in Baghdad to the Office of the Chief of Staff and retitled Associate Planning Officer;

(d) Three Humanitarian Affairs Officers (National Professional Officer) in Basra to the Joint Analysis Policy Unit in the Office of the Special Representative;

(e) One Humanitarian Affairs Officer (National Professional Officer) in Kirkuk to the Human Rights Office in Baghdad and retitled Human Rights Officer;

(f) One Humanitarian Affairs Officer (National Professional Officer) in Erbil to the Public Information Office and retitled Public Information Officer.

138. In order to have consistency of titles across functions within the staffing structure of the Office, as well as to accommodate changing needs, retitling and/or redeployment of positions is proposed, as follows:

(a) One Chief Humanitarian Coordinator (D-1) retitled Chief Development and Humanitarian Affairs;

(b) One Deputy Area Coordinator (P-3) retitled Special Assistant and redeployed from Kirkuk to the Front Office of the Deputy Special Representative;

(c) One International Programme Officer (P-3) retitled Programme Officer and redeployed from the Baghdad Office to the Integrated Coordination and Outreach Office in Baghdad;

(d) One Area Coordinator (P-4) and one International Programme Officer (P-3) retitled Humanitarian Affairs Officer and redeployed from Basra to the Integrated Coordination and Outreach Office in Baghdad;

(e) One International Programme Officer (P-3) retitled Humanitarian Affairs Officer and redeployed to the Integrated Coordination and Outreach Office in Baghdad;

(f) One Area Coordinator (P-3) retitled Humanitarian Affairs Officer in the Field Coordination Office in Kirkuk;

(g) One Area Coordinator (P-4) and one International Programme Officer (P-3) retitled Humanitarian Affairs Officer and redeployed from Basra to the Integrated Coordination and Outreach Office in Baghdad;

(h) One Programme Officer (National Professional Officer) retitled Humanitarian Affairs Officer and redeployed from Basra to the Integrated Coordination and Outreach Office in Baghdad;

(i) One Programme Officer (National Professional Officer) retitled Humanitarian Affairs Officer in the Field Coordination Office in Erbil;

(j) One Area Coordinator (P-4) and two Programme Officers (National Professional Officer) retitled Humanitarian Affairs Officer and redeployed from Erbil to the Field Coordination Office in Baghdad;

(k) One Programme Officer (National Professional Officer) retitled Humanitarian Affairs Officer in the Field Coordination Office in Baghdad;

(l) One Humanitarian Affairs Officer (National Professional Officer) retitled Geographic Information System Officer in the Information Analysis Unit in Baghdad;

(m) One Language Assistant (Local level) retitled Administrative Assistant in Baghdad.

139. In order to provide administrative support to the immediate Office of the Deputy Special Representative, it is proposed that one Humanitarian Affairs Officer (National Professional Officer) in Mosul be reclassified as Administrative Assistant (Local level) and redeployed to the Front Office in Baghdad.

140. As part of the strategy to streamline support to the Deputy Special Representative of the Secretary-General concerning integrated activities, the abolition of the following positions is proposed:

(a) One Liaison Officer (National Professional Officer) in the Information Analysis Unit in Baghdad;

(b) One Geographic Information System Officer (National Professional Officer) in Amman;

(c) One Programme Officer (National Professional Officer) in Basra;

(d) One Humanitarian Affairs Officer (National Professional Officer) in Erbil.

141. With the restructuring of the office, functions were aligned to meet the new needs of the office. The creation of the following four offices or units is proposed: Field Coordination Office; Integrated Coordination and Outreach Office; Front Office; and Policy and Planning Unit. Owing to this, the following internal redeployments are proposed:

(a) One Senior Programme Officer (P-5), one Programme Officer (P-3), one Associate Humanitarian Affairs Officer (P-2), two Humanitarian Affairs Officers (National Professional Officer) and one Programme Assistant (Local level), from the Baghdad office to the Integrated Coordination and Outreach Office in Baghdad;

(b) One Humanitarian Affairs Officer (P-4) from the Resident Coordinator's Office in Erbil to the Integrated Coordination and Outreach Office in Baghdad;

(c) One Senior Programme Officer (P-5) from Erbil, one International Programme Officer (P-4) from Baghdad and one Humanitarian Affairs Officer

(National Professional Officer) from Basra, to the Policy and Planning Office in Baghdad;

(d) One Special Assistant (P-4) from the Baghdad Office and one Personal Assistant (Field Service) from Amman, to the Front Office in Baghdad;

(e) One Humanitarian Affairs Officer (P-4) from the Baghdad Office, one Economic and Social Analyst (P-3) from Amman, one Website Developer and Data Exchange Officer (P-3) from Amman and one Information Management Assistant (Field Service) from Erbil, to the Information and Analysis Unit in Baghdad;

(f) Two Humanitarian Affairs Officers (National Professional Officer) from Baghdad, two Humanitarian Affairs Officers (National Professional Officer) from Ramadi, one Programme Officer (National Professional Officer) and one Administrative Assistant (Local level) in Erbil, to the Field Coordination Office in Erbil;

(g) Two Humanitarian Affairs Officers (National Professional Officer) from Baghdad, one Humanitarian Affairs Officer (National Professional Officer) from Kirkuk and three Humanitarian Affairs Officers (National Professional Officer) from Basra, to the Field Coordination Office in Baghdad.

Human Rights Office

International staff:	*Inward redeployment of 1 P-3 position from the Security Service*
	Inward redeployment and reclassification of 1 (P-3 to P-4) position from the Security Service
National staff:	*Inward redeployment of 1 National Professional Officer from the Office of the Deputy Special Representative for the Integrated Coordination of Development and Humanitarian Affairs*

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Total*	*Field/ Security Service*	*General Service*	*Total inter-national*	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Grand total*
Approved 2012	–	–	–	1	2	5	6	–	14	1	–	15	14	10	–	39
Proposed 2013	–	–	–	1	2	6	7	–	16	1	–	17	15	10	–	42
Change	–	–	–	–	–	**1**	**1**	–	**2**	–	–	**2**	**1**	–	–	**3**

142. Enhancing the promotion and the protection of human rights, judicial and legal reform, and supporting the rule of law in Iraq will remain at the core of the activities of UNAMI and its Human Rights Office in 2013. The Human Rights Office will continue with a results-based human rights strategy for supporting and strengthening an Iraqi-led and owned national human rights protection system, capable of addressing both current human rights gaps and past human rights abuses, as well as enhancing the capacity of duty bearers to uphold the rule of law and to comply with Iraq's international human rights obligations and the Constitution of Iraq. To do this, the Human Rights Office will undertake liaison with, capacity-building and

technical support for, and advocacy on behalf of, the Government of Iraq, relevant ministries (including Human Rights, Interior, Justice, Defence, Labour and Social Affairs), and the High Commission on Human Rights, the Judiciary, security services, and civil society organizations. The Human Rights Office will provide technical advice and training, and will maintain close working relationships with the Council of Representatives' Human Rights Committee and other relevant bodies. The Human Rights Office will continue to strengthen its core monitoring and protection activities, including information-gathering, analysis and reporting. It will also continue to work with the United Nations country team on mainstreaming human rights within United Nations programmes and implementing human rights project-related activities.

143. In 2013, the Human Rights Office will monitor and provide technical and other support to the Government on the implementation of the National Action Plan on Human Rights, which was developed in 2011 by the Government of Iraq, supported by the Human Rights Office and in consultation with civil society, and which aims to implement the recommendations accepted by Iraq in the universal periodic review process, which was done in February 2010. In this regard, the Human Rights Office will place particular emphasis on enhancing the rule of law (the situation of human rights in prisons and places of detention) and on the rights and protection of women, minorities, children, persons with disabilities, and other vulnerable groups.

144. The Human Rights Office will continue to prepare and publish regular and ad hoc reports, and to follow up recommendations through advocacy and lobbying activities with relevant interlocutors.

145. The Human Rights Office will also continue to provide advice to the Special Representative on the human rights situation in Iraq, in close cooperation with OHCHR, United Nations mechanisms, and special procedures in the field of human rights, as well as to provide advice on effective legal, institutional, and policy reform aimed at promoting the respect and protection of human rights.

146. In line with the UNAMI Strategic Vision for 2013, the Human Rights Office will continue to operate in its field presences in Basra, Kirkuk, Erbil, and Baghdad — thus giving the Human Rights Office nationwide reach. However, changes in the operating environment and readjustment of priorities to focus on strengthening Iraqi-led and owned human rights mechanisms have required some redeployment and streamlining of staffing within the Human Rights Office, and in this regard, it has been decided that for 2013 the office will also focus on economic, social and cultural rights. As Iraq transitions from conflict to peace and stability, a major gap in the provision of human rights are economic, social and cultural rights (access to basic services, health care, education, housing, water, electricity, economic opportunity etc.). Existing staff are fully engaged with existing responsibilities (Protection of civilians, rule of law, prisons and justice, freedom of expression, women, children and people with disabilities; establishment of the High Commission for Human Rights and National action plan implementation). Hence, additional staff will be required to cater for this new focus area in implementing the mandate. To this end, the office is proposing to increase its staffing table by three Human Rights Officers to meet this additional task.

147. The Human Rights Office in Baghdad will ensure regular coordination, liaison, and training with Government ministries, the Council of Representatives and other state and judicial institutions in Baghdad, as well as civil society groups including

NGOs. For 2013, the Human Rights Office will be headed by a Chief Human Rights Officer (D-1) who is located in Baghdad. The Chief Human Rights Officer will represent UNAMI and OHCHR in Iraq and shall undertake high-level advocacy with the Government of Iraq, civil society and international stakeholders. The Chief Human Rights Officer shall ensure the delivery of the UNAMI mandate relating to human rights in the conduct of activities of the Human Rights Office, and shall oversee and be responsible for the management of the Human Rights Office staff. In addition, the Baghdad Office will be staffed by two Senior Human Rights Officers (P-5) who, under the leadership and supervision of the Chief Human Rights Officer, will have responsibility for daily management of the Human Rights Office staff, and for ensuring delivery of human rights programmes and activities undertaken by the Office. Under the supervision of the Senior Human Rights Officers and the Chief Human Rights Officer, three Human Rights Officers (P-4) will work on substantive activities on a range of thematic human rights issues. In addition, two Human Rights Officers (P-3), and six Human Rights Officers (National Professional Officer) will be responsible for implementation of all human rights activities as well as other priorities identified by the Chief Human Rights Officer. One Personal Assistant (Field Service) will assist the Chief Human Rights Officer with administrative matters concerning management of the Human Rights Office. Two Language Assistants (Local level) will assist international staff in translation of documents, correspondence, reports and in interpretation during meetings with Iraqi interlocutors. Two Administrative Assistants (Local level) will assist with the coordination of all administrative matters relating to the Human Rights Office staff in Baghdad and elsewhere in the Mission. One Database Assistant (Local level) will provide technical support to the Human Rights Office by managing the Office's database systems.

148. The Human Rights Office in Erbil will ensure delivery of the UNAMI mandate in relation to human rights issues in the Kurdistan Autonomous Region. The Erbil Office will undertake regular coordination, liaison, and training with Government ministries, the Kurdistan Region Parliament and other State and judicial institutions, as well as civil society groups including NGOs in the Kurdistan Autonomous Region. The office will be headed by one Human Rights Officer (P-4) who will have responsibility for daily management of the office and its staff, and for identifying human rights priorities in the Kurdistan Autonomous Region, and for developing responses to those issues in consultation with the Chief Human Rights Officer. There will be three Human Rights Officers (P-3) and four Human Rights Officers (National Professional Officer) who will implement all human rights activities of the Erbil Office, including regular coordination, liaison, and training with local Government, judicial and security institutions, as well as civil society groups operating in the Kurdistan Autonomous Region. In addition, one Human Rights Officer (National Professional Officer) is posted in Mosul and under the supervision of the Erbil Head of Office to work on human rights issues affecting the Ninewa Governorate and Mosul, undertake activities such as regular coordination, liaison, and training of local Government, judicial and security institutions, as well as civil society groups operating in the Ninewa Governorate and Mosul area. A particular focus of the Office will be the rights of ethnic and religious minorities. The Erbil Office will also have two Language Assistants (Local level) to assist with the translation of documents, reports and correspondence and interpretation during meetings with Government officials and other interlocutors. One Administrative

Assistant (Local level) will assist the staff of the Erbil Office with administrative matters.

149. The Human Rights Office in Basra will be headed by one Human Rights Officer (P-4), who will have responsibility for daily management of the office, as well as for identifying human rights priorities in the Basra and southern region, and for developing responses to those issues in consultation with the Chief Human Rights Officer. One Human Rights Officer (P-3) and two Human Rights Officers (National Professional Officer) will ensure delivery of human rights activities, including regular coordination, liaison, and training with local Government, judicial and security institutions, as well as civil society groups operating in the southern Region. One Language Assistant (Local level) will assist with the translation of documents, reports and correspondence and shall undertake interpretation during meetings with Iraqi Government and other interlocutors.

150. The Human Rights Office in Kirkuk will be headed by one Human Rights Officer (P-4), who will have responsibility for day-to-day management of the office, for identifying human rights priorities in the Kirkuk Governorate, and for developing responses to those issues in consultation with the Chief Human Rights Officer. One Human Rights Officer (P-3) and two Human Rights Officers (National Professional Officer) will ensure regular coordination, liaison, and training with regional and local Government, judicial and security institutions, as well as civil society groups including NGOs operating in the Kirkuk area. A particular focus of the Office will be the rights of ethnic minorities. One Language Assistant (Local level) will assist with the translation of documents, reports and correspondence and shall undertake interpretation during meetings with Iraqi Government and other interlocutors.

Staffing changes

151. It is proposed that the staffing of the Human Rights Office be increased by three Human Rights Officer positions (1 P-4, 1 P-3 and 1 National Professional Officer) in order to meet the new requirement of monitoring, reporting and technically assisting the Government of Iraq in its obligation to comply with the International Covenant on Economic, Social and Cultural Rights, as follows:

(a) One Humanitarian Affairs Officer (National Professional Officer), Kirkuk will be redeployed from the Office of the Deputy Special Representative for the Integrated Coordination of Development and Humanitarian Affairs and retitled Human Rights Officer (National Professional Officer), Baghdad;

(b) It is proposed that one Security Officer (P-3) be redeployed from the Field Security Coordinator's Office at the Baghdad International Airport to the Human Rights Office and reclassified as Human Rights Officer (P-4) in Baghdad;

(c) It is proposed that one Security Officer (P-3) be redeployed from the Information Technology and Projects Unit of the Security Section in Iraq in Baghdad and retitled Human Rights Officer in Baghdad.

Public Information Office

National staff: *Inward redeployment of 1 (National Professional Officer) position from the Office of the Deputy Special Representative for the Integrated Coordination of Development and Humanitarian Affairs*

Abolition of 1 (Local level) position

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Total*	*Field/ Security Service*	*General Service*	*Total inter- national*	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Grand total*
Approved 2012	–	–	–	1	1	1	2	1	6	–	–	6	7	6	–	19
Proposed 2013	–	–	–	1	1	1	2	1	6	–	–	6	8	5	–	19
Change	–	–	–	–	–	–	–	–	–	–	–	–	**1**	**(1)**	–	–

152. In line with the Mission's overall strategic vision and the UNAMI and United Nations country team's integrated strategic framework, the Public Information Office is supporting the mandate vested in the Mission by the Security Council in its relevant resolutions. The integrated strategic framework and the Special Representative's management plan identified communications as a priority area of action to promote the image of the United Nations as an impartial partner of the Iraqi people and to foster dialogue on important topics for the Iraqi society. The main task of the UNAMI Public Information Office is to provide advice, plan and implement communications activities aimed at Iraqi society and at external and internal stakeholders so as to strengthen the understanding of the role of UNAMI and the United Nations in the country, as well as a better understanding of Iraq within the United Nations.

153. More specifically, the role of the Public Information Office includes promoting the Mission's role in assisting Iraq in achieving national reconciliation, resolving internal boundary disputes, strengthening its governmental institutions, engaging neighbouring countries, promoting the protection of human rights, aiding vulnerable groups and bringing about judicial and legal reforms.

154. The Public Information Office will take the lead in the implementation of public information and outreach activities in Iraq, including the commemoration of United Nations Days, and will support the substantive sections and United Nations country team members in their outreach activities.

155. To reach its target audiences, such as the Iraqi population and media, the Iraqi authorities, the international media, donor countries and United Nations staff serving in Iraq, the Public Information Office will use the spokesperson, media relations, media monitoring, video and photography, outreach, publications and the Mission website.

156. In the light of the role played by social media in the ongoing developments in the Arab world and its impact on the regional context, UNAMI intends to establish a presence on sites such as Twitter, Facebook or YouTube and to develop a social media strategy. Messages and information disseminated through social media tools

can potentially reach a much larger and more diverse audience than any of the communications tools currently used by UNAMI. To ensure that the Public Information Office is as effective as possible in creating an enabling environment for the Mission's work, the Office requires both an international staff member and a National Professional Officer to contribute to developing and implementing the UNAMI social media strategy, and to focus on communicating messages to targeted audiences inside and outside Iraq through social media channels. A Public Information Officer (National Professional Officer) position is needed to establish networks comprising diverse Iraqi and Arabic-speaking audiences and will specifically be responsible for developing and sharing UNAMI and United Nations messages in Arabic.

157. The Public Information Office will be headed by a Chief of Public Information/Spokesperson (D-1), supported by one Deputy Chief of Public Information/Spokesperson (P-5), both based in Baghdad.

158. In Baghdad, the office will be staffed by seven Public Information Officers (1 P-4, 2 P-3, and 4 National Professional Officer), one Associate Public Information Officer (P-2), one Webmaster (National Professional Officer), one Public Information Assistant (Local level) and one Language Assistant (Local level).

159. In Erbil, the office will be staffed by one Public Information Officer (National Professional Officer), one Webmaster (National Professional Officer), one Public Information Assistant (Local level) and one Language Assistant (Local level).

160. In Kirkuk, one Public Information Officer (National Professional Officer) and one Public Information Assistant (Local level) will support the UNAMI office and will be supervised by the Baghdad office.

Staffing changes

161. For 2013, the following changes are being proposed:

(a) One Humanitarian Affairs Officer (National Professional Officer) position from Office of the Deputy Special Representative for the Integrated Coordination of Development and Humanitarian Affairs (Erbil) to be redeployed and retitled Public Information Officer, Baghdad;

(b) One Public Information Assistant (Local level) in Basra to be abolished;

(c) The following positions are to be relocated: one Deputy Chief of Public Information/Spokesperson (P-5), from Erbil to Baghdad; one Public Information Officer (P-3), from Erbil to Baghdad; and one Public Information Officer (National Professional Officer) and one Webmaster (National Professional Officer), from Amman to Baghdad;

(d) One Photographer (P-2) is to be retitled Associate Public Information Officer. The Associate Public Information Officer will contribute to developing and implementing the Mission's social media strategy, and will focus on building networks with and communicating messages to international and non-Arabic-speaking audiences. An existing, Baghdad-based National Professional Officer will serve as the office's photographer.

Security Section

International staff: ***Abolition of 28 positions (1 P-3, 8 P-2 and 19 Field Service)***

Outward redeployment of 6 positions (1 P-3 and 1 P-2 to the Office of Political Affairs, 1 P-3 to the Office of the Special Representative, 2 P-3 to the Human Rights Office and 1 Field Service to the Electoral Affairs Office)

National staff: ***Abolition of 1 National Professional Officer position***

Abolition of 10 positions (Local level)

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Total*	*Field/ Security Service*	*General Service*	*Total inter-national*	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Grand total*
Approved 2012	–	–	–	–	–	7	15	13	35	137	–	172	10	150	–	332
Proposed 2013	–	–	–	–	–	7	10	4	21	117	–	138	9	140	–	287
Change	–	–	–	–	–	–	**(5)**	**(9)**	**(14)**	**(20)**	–	**(34)**	**(1)**	**(10)**	–	**(45)**

162. The safety and security of the United Nations staff within the Mission and the United Nations agencies, funds and programmes, serving in Iraq is managed, on behalf of the designated official, by the Chief Security Adviser of the Security Section in Iraq. The position, at the P-5 level, is made available by the Department of Safety and Security, in line with the current United Nations Security Management System agreements related to the distribution of the positions in the field. This coordinated and integrated approach enables the United Nations to operate in the high risk, insecure and fluid environment of Iraq at substantially reduced risk to United Nations staff, assets and programmes. Planning, development, coordination and implementation of the required security measures to mitigate potential risks enable UNAMI to perform its function in Iraq. The Security Section in Iraq continues to support UNAMI and United Nations agencies, funds and programmes. The security situation continues to remain fragile and the progress achieved thus far could still be reverted. The planning assumptions set out below were taken into consideration in arriving at the security operations posture for the year 2013 and beyond:

(a) Programme presence through international and national staff will continue and likely further increase with more activities by the members of the United Nations family in Iraq in fulfilment of their respective revised mandates;

(b) The security situation, particularly with regard to the threat environment, is likely to maintain the current trend into 2013 and beyond based on available information, provided that external regional factors do not come into play;

(c) The Government of Iraq will maintain its capability of addressing current security challenges, if not improve it, during 2013.

163. The programme activities of UNAMI, agencies, funds and programmes have increased significantly during 2012 and it would increase further in 2013 and beyond. The fragility of the security situation has been considered for ensuring a

balanced staffing structure for 2013. The reviewed United Nations security posture for 2013 includes the Security Section in Iraq's strategic concept of regularization, nationalization and rationalization across the board, which forms the basis of a security support structure capable of enabling UNAMI operations, as well as those of the agencies, funds and programmes. The staffing table of the Security Section in Iraq has been revised by reducing a certain number of positions at different levels, while maintaining a cautious view of the security situation prospects in Iraq. The required analysis and evaluations have been conducted under the strategic concept of regularization, nationalization and rationalization, ensuring that business continuity capacity in support of the United Nations mandate is maintained.

164. The United States Force in Iraq (USF-I) ceased to provide security support for UNAMI in 15 July 2011. Iraq is in transition and, given the current changing security environment in the country, while the Government of Iraq remains the primary security provider, the Security Section in Iraq remains responsible for the security of United Nations staff members, operations and assets.

165. The United Nations continues to face extraordinary security challenges in Iraq. The high level of risk demands that the Security Section in Iraq maintain capabilities that include the provision of armed protection details, the design and creation of strongly secured office and accommodation facilities, a continuous flow of security information and analysis and the employment of a variety of technological means to disrupt, detect and mitigate the security threats identified.

166. The Security Section in Iraq is the product of an integrated security system and consists of the following major components:

(a) Office of the Chief Security Adviser, which includes the Administrative Office of the Chief Security Adviser;

(b) Security Information and Operation Coordination Section, which comprises the Security Plans Unit, the Security Operation Centre, the Protection Coordination Unit, Protection Teams (1 to 5), Area Security Coordination Units in Baghdad, at Baghdad International Airport, in Erbil, in Basra, and in Kirkuk, Security Units in Kuwait and in Amman, the Security Information Coordination Unit (which has an Analysis Cell, a Collation Cell, and an Acquisition Cell);

(c) Office of the Deputy Chief Security Adviser (Security Support Section), which comprises the Security Strategic Plan and Administration Support Unit, the Staff Tracking and Pass/ID Unit, the Logistics and Premises Coordination Unit, the Fire Safety Unit, the Investigation Unit and the Government of Iraq Liaison Unit;

(d) Security Training Unit, which provides reality-based, mission-specific, integrated security training, including use-of-force and weapons training programmes for all personal security detail members of the Security Section in Iraq.

167. The current organizational structure of the Security Section in Iraq is based on operational needs and the security environment, which demands a balanced regional presence. The core functions are mainly in Iraq and the majority of them are in Baghdad. The Security Unit in Kuwait is structured to support the specific needs of the UNAMI presence, while the elements present in Amman are limited to serving the Security Awareness Induction Training programme.

168. The headquarters element of the Security Section in Iraq is headed by the Chief Security Adviser, who is responsible for the coordination, command, control

and management of all security assets of the Mission and United Nations agencies, funds and programmes. The Chief Security Adviser reports directly to the Special Representative, who is the designated official for security in Iraq. The Chief Security Adviser operates at the operational and tactical level, as well as strategically, to ensure the implementation of risk-mitigation measures, planning and execution of missions and for the provision of technical security advice to the designated officer and security management team. The Adviser manages all personnel and operational activities of the Mission's security component and is the primary security adviser to the designated officer and security management team. In Baghdad, the Chief Security Adviser is supported by the Deputy Chief Security Adviser (P-4, funded by the Department of Safety and Security), the Chief of the Security Information and Operation Coordination Section (P-4, funded by the Department of Safety and Security), and the Chief of the Security Training Unit (P-4, funded by the Department of Safety and Security). The Administrative Office of the Chief Security Adviser comprises one Administrative Assistant (Local level).

169. The Security Information and Operation Coordination Section in Baghdad has the overall responsibilities of operational planning and providing operational support to the programme activities of UNAMI, agencies, funds and programmes. Information about the staffing of the units and subunits of the Section is set out below, together with a brief overview of their functions:

(a) The Security Plans Unit provides planning and coordination of all operational activities of the Security Section in Iraq in close cooperation with UNAMI senior staff entities and other agencies. The Unit is headed by one Security Officer (P-3), supported by three Security Officers (2 Field Service and 1 National Professional Officer) and one Security Assistant (Local level);

(b) The Security Operation Centre incorporates management and control for current operations of the Security Section in Iraq 24 hours a day, 7 days a week. It supervises the response to operational contingencies, such as casualty and medical evacuations. The Unit is the coordination centre for major incident management, providing overall security supervision of the UNAMI facilities in coordination with the Iraqi security forces and the United Nations Guard Unit. The Unit is headed by one Security Officer (P-3), supported by three Security Officers (Field Service) and four Security Assistants (Local level);

(c) The Protection Coordination Unit (Baghdad) provides effective, efficient and professional personal protective security services to all personnel of the United Nations, agencies, funds and programmes, in order to ensure their personal security and safety and to secure their working environment in all regions of Iraq, Jordan and Kuwait. The Unit is headed by one Security Officer (P-3), supported by one Security Officer (P-2);

(d) Under the Protection Coordination Unit, there are five protection teams in Baghdad, each composed of a Team Leader, Deputy Team Leader and team members. The relevant information on the teams' functions is summarized below:

(i) Protection Team 1 is primarily assigned to provide protection to the Special Representative when he is present in the mission area. Team 1 is also tasked with providing personal security detail support to the United Nations country team and visiting VIPs and dignitaries and other personal security detail teams when needed. The Team consists of 14 Personal Security Details

(Field Service) and 1 Security Assistant (Local level) as the Personal Security Detail Driver;

(ii) Protection Team 2 is primarily assigned to provide protective security to the Deputy Special Representative (Political) and the Deputy Special Representative (Humanitarian Affairs). When the Deputy Special Representatives are out of the mission area, Team 2 provides support to other United Nations country team missions. The Team consists of 14 Personal Security Details (Field Service) and 1 Security Assistant (Local level) as the Personal Security Detail Driver;

(iii) Protection Team 3 is primarily assigned to provide protective security to the Deputy Special Representative (Humanitarian Affairs) and United Nations country team and agencies' Red Zone missions and activities. The Team also provides protection to visiting VIPs and dignitaries; conducts reconnaissance and security surveys at all locations in the Red Zone and undertakes long-range missions. It conducts prior site survey and reconnaissance of places to be visited in and outside Baghdad. The Team consists of 14 Personal Security Details (Field Service) and 1 Security Assistant (Local level) as Personal Security Detail Driver;

(iv) Protection Team 4 is primarily assigned to provide protection to the routine Hippo and Air Operations. It provides support to logistics runs with the mobile security detail and provides support to all Red Zone missions with other personal security detail teams when required. The Team consists of 14 Personal Security Details (Field Service) and 1 Security Assistant (Local level) as Personal Security Detail Driver;

(v) Protection Team 5 is primarily assigned to provide support to the United Nations country team regular movement. The Team also functions as the quick-reaction team that responds to security incidents and/or emergency situations involving staff members and/or property. The Team consists of 14 Personal Security Details (Field Service) and 2 Security Assistants (Local level) as Personal Security Detail Driver;

(e) The Area Security Coordination Unit in Baghdad is responsible for operations at the Baghdad Operational Hub and is headed by one Security Officer (P-4), supported by three Security Officers (1 P-3, 1 Field Service and 1 National Professional Officer). The Unit has the following two subunits:

(i) Premises Security, which is in charge of premises security for five compounds (i.e. Diwan, D-2 compound, Tamimi, the Special Representative of the Secretary-General's Villa, and the Logistics Base). It comprises 3 Security Officers (Field Service) and 30 Security Assistants (Local level);

(ii) The Radio Room, which is primarily responsible for maintaining radio communication 24 hours a day, 7 days a week, comprises eight Radio Operators (Local level);

(f) The Area Security Coordination Unit at the Baghdad International Airport, which is responsible for the operations at the Operational Hub at the Baghdad International Airport, is headed by one Security Officer (Field Service) and supported by one Security Officer (Field Service). The Unit has the following two subunits:

(i) Operations, which provides operational support, comprises one Security Assistant (Local level);

(ii) Fire Safety, which provides fire safety and conducts general fire safety training to staff members, comprises one Fire Safety Assistant (Local level);

(g) The Area Security Coordination Unit in Erbil, which is responsible for the operations in Erbil Operational Hub, is headed by one Security Officer (P-2), supported by one Administrative Assistant (Local level). The Unit has five subunits, as follows:

(i) Operations, comprising one Security Officer (National Professional Officer) and one Security Assistant (Local level);

(ii) Premises Security, which is responsible for providing security for United Nations facilities within the area of responsibility, comprises 17 Security Assistants (Local level);

(iii) Fire Safety, which is responsible for providing fire safety of the premises and conducting general fire safety training for staff members, comprises one Fire Safety Assistant (Local level);

(iv) Security Information, which is responsible for the gathering, collation, assessment and analysis of security information, comprises one Security Officer (National Professional Officer);

(v) The Radio Room, which is primarily responsible for maintaining radio communication 24 hours a day, 7 days a week, comprises six Radio Operators (Local level);

(h) The Area Security Coordination Unit in Kirkuk, which is responsible for operations at the Kirkuk Operational Hub, is headed by one Security Officer (P-4), supported by one Security Officer (P-3). The Unit has the following five subunits:

(i) Operations, which provides operational support, comprises one Security Assistant (Local level);

(ii) The personal security detail team, which is primarily assigned to provide protective support to all the United Nations country team and agencies' missions, activities and programmes which are being conducted at all locations in Northern Iraq, provides support to the logistics and personnel shuttle from Kirkuk to Erbil with a mobile security detail, and provides protective support to all United Nations VIPs visiting Kirkuk on official business. The subunit comprises 10 Personal Protection Officers (Field Service) and 1 Security Assistant (Local level);

(iii) Fire Safety, which is responsible for providing fire safety of the premises and conducting general fire safety training to regional staff members, consists of one Fire Safety Assistant (Local level);

(iv) Security Information, which is responsible for the gathering, collation, assessment, and analysis of security information, comprises one Security Officer (Field Service);

(v) The Radio Room, which is primarily responsible for maintaining radio communication 24 hours a day, 7 days a week, comprises six Radio Operators (Local level);

(i) The Area Security Coordination Unit in Basra is responsible for the respective Operational Hub and is headed by one Security Officer (P-4), supported by a Security Officer (P-3). The Unit has five subunits, as follows:

(i) Operations, which provides operational support, comprises one Security Assistant (Local level);

(ii) The personal security detail team, which is primarily assigned to provide protective support to all the United Nations country team and agencies' Red Zone missions which are being conducted at all locations in Southern Iraq, provides protective support to all United Nations VIPs visiting the Basra region on official business. The subunit consists of six Personal Protection Officers (Field Service) and one Security Assistant (Local level);

(iii) Fire Safety, which is responsible for providing fire safety of the premises and conducting general fire safety training to regional staff members, consists of one Fire Safety Assistant (Local level);

(iv) Security Information, which is responsible for the gathering, collation, assessment and analysis of security information, comprises one Security Officer (Field Service) and one Security Assistant (Local level);

(v) The Radio Room, which is primarily responsible for maintaining radio communication 24 hours a day, 7 days a week, comprises six Radio Operators (Local level);

(j) The Security Unit in Amman serves as the support base of the Security Section in Iraq for liaison duties with the host country and provides support to its functions in Amman, including Security Awareness Induction Training. The Unit comprises one Security Officer (National Professional Officer), one Administrative Assistant (Local level) and one Security Assistant (Local level);

(k) The Security Unit in Kuwait serves as the support base of the Security Section in Iraq for liaison duties with the host country, the country designated official, and the security management team. The Unit is headed by one Security Officer (P-3), supported by two Administrative Assistants (Local level) and two Security Assistants (Local level). The Unit has the following four subunits:

(i) Operations, which provides operational support, comprises one Security Assistant (Local level);

(ii) Premises Security, which is responsible for providing security to United Nations facilities, comprises 1 Security Officer (Field Service) and 10 Security Assistants (Local level);

(iii) Security Information, which is responsible for the gathering, collation, assessment and analysis of security information, comprises one Security Assistant (Local level);

(iv) The Radio Room, which is primarily responsible for maintaining radio communication 24 hours a day, 7 days a week, comprises six Radio Operators (Local level);

(l) The Security Information Coordination Unit is responsible for the acquisition, collation and analysis of information that is related to the security of UNAMI staff and assets. The Unit has information links with all relevant organizations associated with the United Nations. It participates in inter-organizational security meetings, workshops and briefings, collects information, assesses the security situation, determines security issues, develops and disseminates security warnings, and articulates security information for the security management team and other United Nations staff. In addition, the Unit develops and maintains a security incident database and compiles daily/weekly and periodical security situation reports, produces a UNAMI Threat/Risk map and participates in security risk assessment missions. The Unit collects information through trained staff members, who are located in the regional offices of the Security Section in Iraq. Headed by one Senior Security Information Analyst (P-4), the Unit has three subunits, as follows:

(i) The Acquisition Cell, which provides timely, accurate and actionable security threat information to United Nations personnel and programme managers in Iraq, and maintains professional liaison with internal and external interlocutors. This subunit comprises one Associate Security Officer (P-2), two Security Officers (Field Service), one Security Officer (National Professional Officer) and two Security Assistants (Local level);

(ii) The Collation Cell is responsible for the collection and collation of security information, liaison with sources and stakeholders; and the maintenance of key incidents databases (Geographical Information System, Information Technology and Security Level System database). It continually reviews security information products to suit changing mission environments and clients' information needs. It is responsible for disseminating security information to customers and a variety of end-users through written, verbal and visual methods and formats, delivering daily, weekly and fortnightly briefs to the Chief Security Adviser of the Security Section in Iraq, United Nations international staff, the security management team and security offices' working groups, and maintains professional liaison with internal and external interlocutors. The subunit comprises one Security Officer (P-3), one Security Officer (Field Service) and three Security Assistants (Local level);

(iii) The Analysis Cell provides analytical support to the Chief Security Adviser for planning missions to Iraq by assisting United Nations agencies, funds, and programmes with forward operational planning, coordination, and continued security assistance to mission teams on the ground in Baghdad. It is also responsible for processing and analysing security information for situational awareness and potential threats, preparation of high-quality information products and monitoring and conducting analysis on key security information trends and indicators. The subunit comprises one Security Information Analyst (P-3), two Security Officers (Field Service), one Security Officer (National Professional Officer) and two Security Assistants (Local level).

170. The position of Deputy Chief Security Adviser (Support) is held by a Security Officer (P-4) of the Department of Safety and Security in Baghdad. Information about the staffing of the units and subunits is set out below, together with a brief description of their functions:

(a) The Security Strategic Plan and Administrative Support Unit provides planning and monitoring for strategic security management for the Mission, develops and updates the Mission security transition plan monitoring matrix, participates in development and updating of the forward-looking planning in the Mission, undertakes timely preparation and coordination for the submission of reports and returns to United Nations Headquarters; conducts all functions related to administration, including staffing matters of the Security Section in Iraq, as well as the recruitment of security personnel at both international and national levels; maintains close liaison and coordination with UNAMI relevant Mission support sections, including human resources and personnel sections in relation to administrative functions of the Security Section in Iraq. The Unit is headed by one Security Officer (P-4), and supported by one Associated Security Officer (P-2), one Security Officer (National Professional Officer), one Administrative Assistant (Local level) and one Administrative Assistant for Human Resources (Local level);

(b) The Staff Tracking, Pass and ID Unit tracks all UNAMI and United Nations agency personnel movements within Iraq, Kuwait and Jordan; maintains and constantly updates records in relevant systems to enable quick retrieval of information as and when required; analyses statistical information and prepares reports based on those statistics for forward planning; coordinates security clearance requests within the mission area, ensuring that all requests are compliant with minimum operating security standards and efficiently ensuring that the staff ceiling in Iraq is maintained at all times; maintains effective liaison with the offices of the Special Representative, the Deputy Special Representative, the Chief of Staff, Movement Control, various United Nations agencies and the Department of Safety and Security regarding staff tracking, obtaining security clearance, monitoring the staff ceiling management chart for all locations in Iraq and ensuring that open lines of communication with all parties is always maintained; organizes the daily work of the Security Section in Iraq ID/badging Unit and its functions; maintains liaison with security authorities of the host Government regarding the issuance of the special identification badges to United Nations personnel. The Unit consists of two Security Officers (Field Service), one Security Clerk (Local level) and two Security Assistants (Local level);

(c) The Logistics and Premises Security Coordination Unit advises senior management on all security enhancement matters affecting United Nations personnel, facilities and well-being; collects comprehensive security-related information, analyses it, prepares security risk assessments and makes recommendations on security mitigation measures to be implemented; updates integrated security standard operating procedures with unit supervisors and agency security focal points to develop standards; compiles all minimum operating security standards/minimum operating residential security standards surveys submitted by Area Security Coordination Units and conducts reviews for necessary changes required for providing adequate security measures and procedures, budget and the security enhancement issues, and logistics items; maintains necessary liaison and coordination with the relevant units of Mission Support in the functional area of the Security Section in Iraq. The Unit is headed by one Security Officer (P-4), and supported by one Associate Security Officer (National Professional Officer), and one Administrative Assistant (Local level);

(d) The Investigations Unit is responsible for initiating and conducting investigations concerning the loss, theft or illegal use of United Nations-owned equipment, traffic accidents and improper conduct of United Nations staff. The Unit comprises two Security Officers (Field Service) and one Security Assistant (Local level);

(e) The Fire Safety Unit is responsible for maintaining fire safety at United Nations facilities. Its functions involve working in close collaboration with the Fire Safety Units at other locations and conducting fire safety training for all staff. The Unit comprises two Security Officers (Field Service) and one Fire Safety Assistant (Local level);

(f) The Government of Iraq Liaison Unit is responsible for carrying out necessary liaison functions with the relevant offices, entities of the Government of Iraq and facilitates the operations of the Security Section in Iraq. The Unit comprises one Security Officer (Field Service).

171. The Security Training Unit is responsible for determining training requirements for the Security Section in Iraq, and for conducting and facilitating relevant in-house training programmes. A major aspect of training activities is the delivery of firearms qualification and re-qualification of the personal security detail teams and Security Officers. The Unit is headed by a Security Officer (P-4 funded by the Department of Safety and Security), supported by four Security Officers (Field Service) and two Security Assistants (Local level). The Security Awareness Induction Training Coordination subunit is supported by one Security Officer (P-3) and one Security Assistant (Local level), stationed in Amman.

172. UNAMI has a unique relationship with the Department of Safety and Security. The Mission is supported by one Security Coordination Officer (P-4) at the Department of Safety and Security in New York that is embedded in the "country desk" arrangement. This arrangement promotes immediate and uncompromised access to the Under-Secretary-General of the Department of Safety and Security, policy and doctrine specialists, the Threat and Risk Unit of the Department of Safety and Security, training specialists, regional desks of the Department of Safety and Security and focal points of other departments, agencies, funds and programmes.

173. In addition to the existing UNAMI positions, as outlined above, there are six international security professionals and six local security assistants appointed to UNAMI by the Under-Secretary-General for Safety and Security to support the designated official, the Chief Security Adviser and the security management team in their security functions and to administer the Safety and Security Programme. These personnel are responsible to the Chief Security Adviser. The 12 positions are funded through the regular budget of the Department of Safety and Security.

Staffing changes

174. In facilitation of the United Nations mandate in Iraq and to meet future UNAMI operational requirements in accordance with the United Nations security posture in the Iraq review of the 2013 structure, the existing organizational structure of the Security Section in Iraq has been modified as reflected in the preceding paragraphs.

175. It is proposed that: one Security Officer (P-3) from the Field Security Coordination Office in Baghdad be redeployed to the Joint Analysis Policy Unit in the Office of the Special Representative and retitled Information Manager; one Associate Security Officer (P-2) from the Information and Technology and Project subunit, Baghdad be redeployed to the Office of Political Affairs and retitled Associate Political Affairs Officer; one Security Officer (P-3) from the Strategic Plans Unit, Baghdad be redeployed to the Office of Political Affairs and retitled Political Affairs

Officer; one Security Officer (P-3) from the Information and Technology and Project subunit, be redeployed to the Human Rights Office and retitled Human Rights Officer, Baghdad; one Security Officer (P-3) from the Field Security Coordination Office at the Baghdad International Airport be redeployed to the Human Rights Office and retitled and reclassified as Human Rights Officer (P-4) in Baghdad; one Security Officer (Field Service) from the Security Unit in Kuwait be redeployed as Electoral Affairs Officer and retitled Logistics Assistant in Baghdad.

176. The following positions are proposed for abolition:

Positions	*Unit*
One Security Officer (P-3)	Administration and Human Resources Unit, Baghdad
One Associate Security Officer (P-2)	Logistics Unit, Baghdad
One Associate Security Officer (P-2)	Field Security Coordination Office, Amman
One Associate Security Officer (P-2)	Field Security Coordination Office, Basra
One Associate Security Officer (P-2)	Field Security Coordination Office, Kirkuk
One Associate Security Officer (P-2)	Fire Safety Unit, Baghdad
One Associate Security Officer (P-2)	Field Security Coordination Office, Operation subunit, Kirkuk
One Associate Security Officer (P-2)	Field Security Coordination Office, Operation subunit, Baghdad
One Associate Security Officer (P-2)	Field Security Coordination Office, Security Information Analysis subunit, Basra
One Security Officer (Field Service)	Logistics Unit, Baghdad
Two Security Officers (Field Service)	Administration and Human Resources Unit, Baghdad
Two Security Officers (Field Service)	Staff Tracking and ID Pass Unit, Baghdad
One Security Officer (Field Service)	Field Security Coordination Office, Kuwait
Three Security Officers (Field Service)	Personal Security Detail Unit, Baghdad.
One Security Officer (Field Service)	Training Unit, Baghdad
One Security Officer (Field Service)	Operations Unit, Baghdad
One Security Officer (Field Service)	Field Security Coordination Office, Amman
One Security Officer (Field Service)	Field Security Coordination Office, Baghdad International Airport
Two Security Officers (Field Service)	Field Security Coordination Office, Basra
One Security Officer (Field Service)	Personal Security Detail Unit, Baghdad
One Security Officer (Field Service)	Personal Security Detail Unit, Baghdad
One Security Officer (Field Service)	Personal Security Detail Unit, Baghdad
One Security Officer (Field Service)	Personal Security Detail Unit, Baghdad
One Security Officer (National Professional Officer)	Security Section in Iraq, Amman
Ten Security Assistants (Local level)	Six from the Field Security Coordination Office, Premises subunit, Kirkuk One from the Field Security Coordination Office, Security Information Analysis subunit, Kirkuk One from the Field Security Coordination Office, Kuwait Two from the Field Security Coordination Office, Personal Security Detail subunit, Kirkuk

177. It is proposed that the following positions and units be retitled and redeployed:

Current	*Proposed*
One Security Officer (P-4), Field Security Coordination Office, Erbil	To the Area Security Coordination Unit, Kirkuk
One Security Officer (P-4), Plans Unit, Baghdad	To the Area Security Coordination Unit, Basra
One Security Officer (P-3), Security Information Analysis Unit, Baghdad	To the Security Information Analysis Unit, Collation subunit, Baghdad
One Associate Security Officer (P-2), Field Security Coordination Office, Operations subunit, Erbil	To the Strategic Plans and Administration Support Unit, Baghdad
One Associate Security Officer (P-2), Field Security Coordination Office, Security Information Analysis subunit, Erbil	To the Area Security Coordination Unit, Erbil
One Associate Security Officer (P-2), Field Security Coordination Office, Security Information Analysis subunit, Kirkuk	To the Protection Coordination Unit, Security Information and Operation Coordination Section, Baghdad
One Security Officer (P-2), Operation Current Unit, Baghdad	To the Security Information Analysis Unit, Acquisition Cell, Baghdad
Two Security Officers (Field Service), Operations Current Unit, Baghdad	To the Security Information and Operation Coordination Section, Plans Unit, Baghdad
One Security Officer (Field Service), Operations Plans Unit, Baghdad	To the Area Security Coordination Unit, Baghdad International Airport
Two Security Officers (Field Service), Premises Subunit, Field Security Coordination Office, Baghdad International Airport	To the Security Training Unit, Baghdad
One Personal Protection Officer (Field Service), Field Security Coordination Office, Aviation Security Subunit, Baghdad International Airport	To the Deputy Chief Security Adviser, Government of Iraq Liaison Unit, Baghdad
One Security Officer (Field Service), Field Security Coordination Office, Premises Security Unit, Baghdad	To the Area Security Coordination Unit, Baghdad International Airport
One Security Officer (Field Service), Fire Safety Unit, Baghdad	To the Deputy Chief Security Adviser, Fire Safety Unit, Baghdad
One Security Officer (Field Service), Field Security Coordination Office, Operation Subunit, Erbil	To the Security Information and Operation Coordination Section, Operations Centre Unit, Baghdad
One Security Officer (Field Service), Field Security Coordination Office, Premises Subunit, Erbil	To the Area Security Coordination Unit, Security Information subunit, Kirkuk
One Security Officer (Field Service), Field Security Coordination Office, Operation Subunit, Kirkuk	To the Area Security Coordination Unit, Personal Security Detail subunit, Kirkuk
One Security Officer (Field Service), Field Security Coordination Office, Security Information Analysis Unit, Kirkuk	To the Area Security Coordination Unit, Security Information subunit, Basra
One Security Officer (Field Service), Field Security Coordination Office, Premises Subunit, Kirkuk	To the Area Security Coordination Unit Baghdad
Two Security Officers (Field Service), Field Security Coordination Office, Personal Security Detail Subunit, Basra	To the Security Information and Operation Coordination Section, Protection Coordination Unit, Team 5, Baghdad
One Security Officer (Field Service), Security Section in Iraq, Amman	To the Security Information and Operation Coordination Section, Protection Coordination Unit, Team 5, Baghdad
One Security Officer (National Professional Officer), Field Security Coordination Office, Security Information Analysis Unit, Kirkuk	To the Deputy Chief Security Adviser, Security Strategic Plan and Administrative Support Unit, Baghdad
One Security Officer (National Professional Officer), Field Security Coordination Office, Operations Unit, Baghdad International Airport	To the Deputy Chief Security Adviser, Logistics and Premises Coordination Unit, Baghdad

Current	*Proposed*
One Security Officer (National Professional Officer), Field Security Coordination Office, Operations Subunit, Kirkuk	To the Security Information and Operation Coordination Section, Plans Unit, Baghdad
Six Security Assistants (Local level), Operations, Personal Security Detail Unit, Baghdad	Four to the Security Information and Operation Coordination Section, Operations Centre Unit, Baghdad
	Two to the Security Information Coordination Unit, Analysis subunit, Baghdad
Fifteen Security Assistants (Local level), Field Security Coordination Office, Premises Subunit, Baghdad	One to the Area Security Coordination Unit, Operations Unit, Erbil
	One to the Area Security Coordination Unit, Operations Unit, Kirkuk
	Two to the Security Information Coordination Unit, Collation Cell, Baghdad
	Three to the Area Security Coordination Unit, Premises Security subunit, Erbil
	One to the Area Security Coordination Unit, Operations subunit, Baghdad International Airport
	Three to the Area Security Coordination Unit, Operations subunit, Baghdad
	One to the Security Unit, Amman
	One to the Deputy Chief Security Adviser, Staff Tracking, Pass and ID Unit, Baghdad
	One to the Training Unit, Baghdad
	One to the Deputy Chief Security Adviser, Investigation Unit, Baghdad
Six Security Assistants (Local level), Field Security Coordination Office, Premises Subunit, Baghdad International Airport	One to the Area Security Coordination Unit, Operations Unit, Basra
	One to the Area Security Coordination Unit, Fire Safety subunit, Basra
	One to the Area Security Coordination Unit, Personal Security Detail Unit, Basra
	One to the Area Security Coordination Unit, Security Information subunit, Basra
	One to the Area Security Coordination Unit, Operations subunit, Kuwait
	One to the Area Security Coordination Unit, Security Information subunit, Kuwait
Six Security Assistants (Local level), Field Security Coordination Office, Radio Room, Baghdad International Airport	To the Area Security Coordination Unit, Radio Room, Basra
One Security Assistant (Local level), Field Security Coordination Unit, Security Information Analysis Subunit, Erbil	To Area Security Coordination Unit, Operations subunit, Kirkuk
Thirteen Security Assistants (Local level), Field Security Coordination Unit, Premises Subunit, Kuwait	Two Administrative Assistants (Local level) to the Security Unit, Kuwait
	One Security Assistant (Local level) to the Security Unit, Kuwait
	Ten Security Assistants (Local level) to the Security Unit, Premises Security subunit, Kuwait

Current	*Proposed*
One Security Assistant (Local level), Security Section in Iraq, Amman	To the Security Unit, Kuwait
One Administrative Assistant (Local level), Security Section in Iraq, Amman	To the Security Unit, Amman
One Administrative Assistant (Local level), Field Security Coordination Office, Kuwait	One Security Assistant (Local level) to the Security Training Unit, Baghdad
Two Security Officers (Field Service), Field Security Coordination Office, Premises Security Unit, Baghdad	Two Personal Protection Officers (Field Service) to the Area Security Coordination Unit, Personal Security Detail subunit, Basra
One Security Officer (Field Service), Field Security Coordination Office, Security Information Analysis Unit, Kirkuk	To the Security Information and Operation Coordination Section, Operations Centre Unit, Baghdad
One Security Officer (Field Service), Field Security Coordination Office, Baghdad	To the Security Information and Operation Coordination Section, Plans Unit, Baghdad
Five Personal Protection Officers (Field Service), Field Security Coordination Office, Aviation Security Unit, Baghdad International Airport	To the Security Information and Operation Coordination Section, Protection Coordination Unit, Team 5, Baghdad
Four Radio Operators (Local level), Field Security Coordination Office, Radio Room, Kuwait	To the Security Unit — Radio Room, Kuwait
Fourteen Security Assistants (Local level), Field Security Coordination Office, Premises Security, Erbil	To the Area Security Coordination Unit, Premises Security, Erbil
One Personal Protection Officer (Field Service), Field Security Coordination Office, Aviation Security, Baghdad International Airport	To the Area Security Coordination Unit, Personal Security Detail, Kirkuk
One Security Officer (National Professional Officer), Field Security Coordination Office, Baghdad	To the Area Security Coordination Unit, Baghdad
One Security Officer (Field Service), Field Security Coordination Office, Premises Security, Kuwait	To the Security Unit, Kuwait
One Security Officer (National Professional Officer), Field Security Coordination Office, Operations Unit, Erbil	To the Area Security Coordination Unit, Operations Unit, Erbil
One Information Management Officer (P-3), Information Technology and Project Unit, Baghdad	One Security Officer (P-3) to the Area Security Coordination Unit, Baghdad
One Fire Safety Assistant (Local level), Fire Safety Unit, Baghdad	One Security Assistant (Local level) to the Security Information and Operation Coordination Section, Plans Unit, Baghdad
Two Security Officers (Field Service), Investigation Unit, Baghdad	To the Deputy Chief Security Adviser, Investigation Unit, Baghdad
One Administrative Assistant (Local level), Logistics Unit, Baghdad	To the Deputy Chief Security Adviser, Logistics and Premises Security Unit, Baghdad
One Security Officer (P-4), Logistics Unit, Baghdad	To the Deputy Chief Security Adviser, Logistics and Premises Security Unit, Baghdad
One Administrative Assistant (Local level), Administrative and Human Resources Unit, Baghdad	To the Deputy Chief Security Adviser, Staff Tracking, Pass and ID Unit, Baghdad
Two Security Officers (Field Service), Administrative and Human Resources Staff Tracking Unit, Baghdad	To the Deputy Chief Security Adviser, Staff Tracking, Pass and ID Unit, Baghdad
One Security Assistant (Local level), Administrative and Human Resources Staff Tracking Unit, Baghdad	To the Deputy Chief Security Adviser, Staff Tracking, Pass and ID Unit, Baghdad
One Security Clerk (Local level), Administrative and Human Resources Staff Tracking Unit, Baghdad	To the Deputy Chief Security Adviser, Security Strategic Plan and Administrative Support Unit, Baghdad

Current	*Proposed*
One Security Officer (P-4), Chief Security Adviser Office, Strategic Plan Unit, Baghdad	To the Deputy Chief Security Adviser, Security Strategic Plan and Administrative Support Unit, Baghdad
Three Security Officers (Field Service), Security Information Analysis Unit, Analysis Cell, Baghdad	Two to the Security Information Coordination Unit, Analysis Cell, Baghdad One to the Security Information Coordination Unit, Collation Cell, Baghdad
One Security Officer (National Professional Officer), Security Information Analysis Unit, Analysis Cell, Baghdad	To the Security Information Coordination Unit, Analysis Cell, Baghdad
One Security Officer (P-3), Security Information Analysis Unit, Analysis Cell, Baghdad	To the Security Information Coordination Unit, Analysis Cell, Baghdad
One Security Officer (Field Service), Security Information Analysis Unit, Collation Cell, Baghdad	To the Security Information and Operation Coordination Section, Operations Centre Unit, Baghdad
Two Security Assistants (Local level), Security Information Analysis Unit, Collation Cell, Baghdad	To the Security Information Coordination Unit, Collation Cell, Baghdad
Two Security Officers (Field Service), Security Information Analysis Unit, Acquisition Cell, Baghdad	To the Security Information Coordination Unit, Acquisition Cell, Baghdad
One Security Officer (National Professional Officer), Security Information Analysis Unit, Acquisition Cell, Baghdad	To the Security Information Coordination Unit, Acquisition Cell, Baghdad
Two Administrative Assistants (Local level), Security Information Analysis Unit, Acquisition Cell, Baghdad	To the Security Information Coordination Unit, Acquisition Cell, Baghdad
One Security Officer (P-4), Security Information Analysis Unit, Baghdad	To the Security Information Coordination Unit, Baghdad
One Security Officer (P-3), Field Security Coordination Office, Basra	To Area Security Coordination Unit, Basra
Six Radio Operators (Local level), Field Security Coordination Office, Radio Room, Kirkuk	To the Area Security Coordination Unit, Radio Room, Kirkuk
One Fire Safety Assistant (Local level), Field Security Coordination Office, Fire Safety, Kirkuk	To the Area Security Coordination Unit, Fire Safety, Kirkuk
Eight Personal Protection Officers (Field Service), Field Security Coordination Office, Personal Security Detail Unit, Kirkuk	To the Area Security Coordination Unit, Personal Security Detail, Kirkuk
One Administrative Assistant (Local level), Field Security Coordination Office, Kirkuk	One Security Assistant (Local level) to the Area Security Coordination Unit, Personal Security Detail, Kirkuk
One Security Officer (P-3), Field Security Coordination Office, Kirkuk	To the Area Security Coordination Unit, Kirkuk
Six Radio Operators (Local level), Field Security Coordination Office, Radio Room, Erbil	To the Area Security Coordination Unit, Radio Room, Erbil
One Fire Safety Assistant (Local level), Field Security Coordination Office, Fire Safety, Erbil	To the Area Security Coordination Unit, Fire Safety, Erbil
One Administrative Assistant (Local level), Field Security Coordination Office, Erbil	To the Area Security Coordination Unit, Erbil
One Fire Safety Assistant (Local level), Field Security Coordination Office, Fire Safety, Baghdad International Airport	To the Area Security Coordination Unit, Fire Safety, Baghdad International Airport
Eight Radio Operators (Local level), Field Security Coordination Office, Radio Room, Baghdad	To the Area Security Coordination Unit, Radio Room, Baghdad
Twenty-seven Security Assistants (Local level), Field Security Coordination Office, Premises Security, Baghdad	To the Area Security Coordination Unit, Premises Security, Baghdad

Current	*Proposed*
One Security Officer (P-4), Field Security Coordination Office, Baghdad	To the Area Security Coordination Unit, Baghdad
Sixty-one Personal Protection Officers (Field Service), personal security detail team, Baghdad	Fourteen to the Security Information and Operation Coordination Section, Protection Coordination Unit, Team 1, Baghdad
	Fourteen to the Security Information and Operation Coordination Section, Protection Coordination Unit, Team 2, Baghdad
	Fourteen to Security Information and Operation Coordination Section, Protection Coordination Unit, Team 3, Baghdad
	Fourteen to the Security Information and Operation Coordination Section, Protection Coordination Unit, Team 4, Baghdad
	Five to the Security Information and Operation Coordination Section, Protection Coordination Unit, Team 5, Baghdad
One Security Officer (P-3), Current Unit, Baghdad	To the Security Information and Operation Coordination Section, Operations Centre Unit, Baghdad
One Security Officer (P-3), Plans Unit, Baghdad	To the Security Information and Operation Coordination Section, Plans Unit, Baghdad
Six Security Assistants (Local level), personal security detail team, Baghdad	One to the Security Information and Operation Coordination Section, Protection Coordination Unit, Team 1, Baghdad
	One to the Security Information and Operation Coordination Section, Protection Coordination Unit, Team 2, Baghdad
	One to the Security Information and Operation Coordination Section, Protection Coordination Unit, Team 3, Baghdad
	One to the Security Information and Operation Coordination Section, Protection Coordination Unit, Team 4, Baghdad
	Two to the Security Information and Operation Coordination Section, Protection Coordination Unit, Team 5, Baghdad
One Security Officer (P-3), Field Security Coordination Office, Kuwait	To the Security Unit, Kuwait
Two Security Assistants (Local level), Field Security Coordination Office, Kuwait	To the Security Unit, Radio Room, Kuwait
One Security Officer (National Professional Officer), Security Information Analysis Unit, Amman	To the Security Unit, Amman
One Security Officer (National Professional Officer), Field Security Coordination Office, Security Information Analysis Unit, Erbil	To the Area Security Coordination Unit, Security Information subunit, Erbil
Two Security Officers (Field Service), Security Information Analysis Unit, Acquisition Cell, Baghdad	To the Security Information Coordination Unit, Acquisition Cell, Baghdad
One Personal Protection Officer (Field Service), Operations Personal Security Detail, Baghdad	To the Security Information and Operation Coordination Section, Protection Coordination Unit, Team 5, Baghdad
One Administrative Assistant (Local level), Field Security Coordination Office, Kuwait	To the Deputy Chief Security Adviser, Security Strategic Plan and Administrative Support Unit, Baghdad
One Security Officer (Field Service), FSCO-Premises Security, Field Security Coordination Office, Baghdad	To the Deputy Chief Security Adviser, Fire Safety Unit, Baghdad
Four Personal Protection Officers (Field Service), personal security detail team, Basra	To the personal security detail, Area Security Coordination Unit, Basra

B. Mission Support

Office of the Chief of Mission Support

International staff:	*Abolition of 1 (P-4) and 1 (P-3) positions*
	Reclassification of 1 (P-4) position to Field Service
	Outward redeployment of 1 (P-5) position to the Office of the Special Representative
	Inward redeployment of 1 (P-4) position from the Office of the Chief of Administrative Services
National staff:	*Outward redeployment of 1 (Local level) position to the General Services Section*

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Total*	*Field/ Security Service*	*General Service*	*Total inter-national*	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Grand total*
Approved 2012	–	–	–	1	1	4	3	–	9	2	–	11	1	6	–	18
Proposed 2013	–	–	–	1	–	3	2	–	6	3	–	9	1	5	–	15
Change	–	–	–	–	**(1)**	**(1)**	**(1)**	–	**(3)**	**1**	–	**(2)**	–	**(1)**	–	**(3)**

178. The UNAMI Mission Support section provides administrative and logistical support. The Chief of Mission Support (D-1) is tasked with managing the Mission's human and financial resources approved by the General Assembly to ensure that the Mission achieves its mandate as outlined by the Security Council. As the administration lead person, the Chief of Mission Support advises the Special Representative on various administrative issues and implements administrative policies and procedures, as well as the necessary internal controls. The Chief of Administrative Services, Chief of Technical Services, Chief Medical Officer and Chief Contracts Officer report directly to the Chief of Mission Support, as do the Chief Budget Officer and the Regional Mission Support Officers in Baghdad, Erbil, Kirkuk and at Baghdad International Airport.

179. In Baghdad, the Office of the Chief of Mission Support provides overall leadership to ensure that the Mission runs its operation across two different countries in a cohesive, efficient and effective manner. It ensures that the substantive component receives excellent support that will enable the Mission to achieve its objective as mandated by the Security Council. The Office also maintains liaison with various stakeholders, such as the host country Governments and the United Nations agencies, funds and programmes. The Office is supported by one Administrative Officer (Field Service), one Engineer (National Professional Officer) and two Administrative Assistants (one Field Service and one Local level).

180. The Chief of Mission Support is represented in each regional office by a Regional Mission Support Officer. The structure of the Regional Mission Support offices is set out below:

(a) Erbil: one Regional Mission Support Officer (P-4) and two Administrative Assistants (Local level);

(b) Kirkuk: one Regional Mission Support Officer (P-3);

(c) Baghdad International Airport: one Regional Mission Support Officer (P-3) and one Administrative Assistant (Local level);

(d) Amman: one Administrative Assistant (Local level).

181. The Baghdad International Airport office acts as a transit point for staff members and troops arriving and leaving Iraq. It houses primarily the movement control and air operations elements of the Mission, as well as the aircraft crews. Approximately 62 United Nations Guard Unit soldiers will be present at the Baghdad International Airport to provide support to Camp Hurriya and protection to the compound.

182. Over the years, the Erbil office has assumed greater importance as the Mission's hub, managing issues in Northern Iraq, and it has increased both in staffing and in the size of the compound. Currently, the Erbil office houses both UNAMI and United Nations country team staff.

183. The Kirkuk Regional Office will transition from its temporary location to a redeveloped secure UNAMI interim compound with a capacity for 60 international staff and 59 United Nations guard units.

184. In Kuwait, the Budget and Trust Fund Unit is responsible for implementing budgetary and trust fund policies and procedures, monitoring implementation of the approved budget and trust fund, preparing various reports and the Mission's budget for submission to the legislative bodies. Reporting directly to the Chief of Mission Support, it will be headed by the Chief Budget Officer (P-4), who will be supported by one Budget Officer (Field Service).

185. The Contract Management Unit in Baghdad will oversee and manage the Mission's contracts. The Unit will be supervised by one Contract Management Officer (P-4).

Staffing changes

186. In order to realize the staffing structure reflected above, the following changes are proposed.

187. Due to the anticipated outsourcing of the UNAMI headquarters construction services in D-2 compound and a need to staff the Joint Analysis and Policy Unit under the Office of the Special Representative within the available resources, it is proposed that one position of Senior Project Officer (P-5) in the Headquarters Construction Unit in Baghdad be redeployed to the Joint Analysis and Policy Unit in the Office of the Special Representative as Chief of the Joint Analysis and Policy Unit (P-5).

188. It is proposed that one Administrative Assistant (Local level) be redeployed from Basra to the General Services Section in Amman and retitled Facilities Management Unit Assistant. It is also proposed that one Administrative Assistant (Local level) be redeployed from Baghdad to Amman (external).

189. In order to improve the monitoring of contracts in the Mission, it is proposed that one position of Chief Contracts Officer (P-4) be redeployed from the Office of the Chief of Administrative Services in Kuwait to the Office of the Chief of Mission Support in Baghdad (external).

190. In addition to the external redeployments mentioned above, the internal reclassification of one position of Administrative Officer (P-4) in Baghdad as Administrative Officer (Field Service), and the internal redeployment of one Administrative Assistant position (Local level) from Kirkuk to the Baghdad International Airport to handle the administrative functions in the immediate office of the Chief of Mission Support, is proposed.

191. In order to streamline functional titles as recommended by the Field Personnel Division of the Department of Field Support, it is proposed that the three Administrative Officers (1 P-4 in Erbil, 1 P-3 at the Baghdad International Airport and 1 P-3 in Kirkuk) be retitled Regional Mission Support Officers, respectively.

192. It is proposed that one Administrative Officer (P-4) position in Amman and one Administrative Officer (P-3) post in Basra be abolished, owing to the proposed closure of UNAMI offices at those locations.

Office of the Chief of Administration Services

International staff: *Abolition of 1 (Field Service) position*

Outward redeployment of 1 (P-4) position to the Office of the Chief of Mission Support

National staff: *Abolition of 1 (National Professional Officer) position*

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Total*	*Field/ Security Service*	*General Service*	*Total inter-national*	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Grand total*
Approved 2012	–	–	–	–	1	1	–	–	2	2	–	4	1	2	–	7
Proposed 2013	–	–	–	–	1	–	–	–	1	1	–	2	–	2	–	4
Change	–	–	–	–	–	(1)	–	–	(1)	(1)	–	(2)	(1)	–	–	(3)

193. The Office of the Chief of Administrative Services coordinates with the Office of the Chief of Technical Services and all section chiefs for the implementation of mission support plans. The Chief of Administrative Services (P-5) is also responsible for follow-up on the implementation of the work programmes of the Administrative Services Sections and coordinates the implementation of audit recommendations. The Chief of Administrative Services, who reports to the Chief of Mission Support, oversees the functions of Human Resources, Finance, Procurement and General Services sections.

194. In Kuwait, the Chief of Administrative Services will be supported by one Administrative Assistant (Field Service), one Protocol Assistant (Local level) and one Liaison Assistant (Local level).

Staffing changes

195. In order to realize the staffing structure reflected above, the following changes are proposed:

(a) Redeployment of one position of Chief Contracts Officer (P-4) to the Office of the Chief of Mission Support in Baghdad. It is also proposed that one Administrative Assistant (Local level) position in Kuwait be retitled Protocol Assistant (Local level);

(b) Abolition of one Administrative Officer (Field Service) position and one Liaison Officer (National Professional Officer) position.

Human Resources Section

International staff: *Abolition of 1 position (P-3)*

Inward redeployment of 1 Field Service position from the Supply Section

National staff: *Abolition of 3 Local level positions*

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Total*	*Field/ Security Service*	*General Service*	*Total inter-national*	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Grand total*
Approved 2012	–	–	–	–	–	1	2	–	3	6	–	9	–	19	–	28
Proposed 2013	–	–	–	–	–	1	1	–	2	7	–	9	–	16	–	25
Change	–	–	–	–	–	–	**(1)**	–	**(1)**	**1**	–	–	–	**(3)**	–	**(3)**

196. The Human Resources Section is responsible for the strategic workforce planning, integrated human resources management services of the Mission, which includes the recruitment and placement in line with full delegation of human resource management authorities for national and international staff, consultants and individual contractors. It is also responsible for the administration of staff entitlements and travel and installation of their families at the family duty stations.

197. The Section manages the staffing table of the Mission through Nucleus as well as the implementation, management and monitoring of the human resources "Scorecard" in the Mission. It is also involved in designing training needs pertaining to human resources, understanding of staff rules and regulations, policies and procedures as well as career development in coordination with the Training Section. It also provides performance management advice to staff and guides them in respect of rights, responsibilities, code of conduct and difficulties associated with work and entitlements.

198. The Chief Human Resources Officer (P-4), based in Baghdad, is responsible for fully compliant personnel administration, management, policy implementation and guidance to the Mission. Through the Mission's chain of command, the Chief of the Human Resources Section is the primary conduit between the senior

management of the Mission, the United Nations country team and staff regarding all matters that affect personnel issues at the Mission. The Chief is supported by one Human Resources Assistant (Local level).

199. Kuwait Joint Support Office: The human resources organizational set-up in Kuwait has been restructured to incorporate changes under the Joint Support Office mode of operation which seeks to move from specialist units to more general teams, with each team serving a given group of staff. The Kuwait Human Resources Operation will be headed by a Human Resources Officer (P-3), who is responsible for overseeing the operations and assisting the UNAMI and UNAMA Chief Human Resources Officers in the implementation of staff regulations and rules, policy, procedures and administration of the staff members' benefits and entitlements, ensuring the smooth running of the day-to-day activities of the human resources operations in Kuwait. One Human Resources Officer (Field Service) will provide support.

200. The International Human Resources Unit in Kuwait will be divided into three teams responsible for operational actions relating to recruitment and administration of benefits and entitlements in accordance with United Nations staff rules and regulations. This includes the recruitment and selection process through Nucleus up to bringing on board newly recruited staff in conformity with the policy of the staffing selection system and prevailing standard operating procedures. The teams will also act as the primary personnel interface with staff regarding their benefits, entitlements and allowances, as well as induction, briefing, coaching, interpretation of United Nations regulations and rules and human resources policies and procedure and raising applicable personnel actions through the IMIS system accurately and in a timely manner. The teams also record and monitor time and attendance through Field Support Suite and IMIS, ensure that staff members understand the performance management and development appraisal systems, and follow up to ensure e-performance compliance.

201. Under the Unit, there are three teams:

(a) Team one: Substantive Sections, including military advisers and police advisers. The team is headed by one Human Resources Assistant (Field Service), supported by three Human Resources Assistants (one Field Service and two Local level);

(b) Team two: Mission Support Component. The team is headed by one Human Resources Assistant (Field Service), supported by three Human Resources Assistants (Local level);

(c) Team three: Security and Safety Section. The team is headed by one Human Resources Assistant (Field Service), supported by two Human Resources Assistants (Local level).

202. The National Staff Unit will identify forthcoming national staff vacancies in coordination with the Chief Human Resources Officer, the Human Resources Officer (Kuwait Operations) and respective Section Heads and process recruitment and selection in conformity with the policy on the Staff Selection System and guidelines for recruitment of National Professional Officers and local staff; administering national staff and their entitlements, salaries, benefits and entitlements as well as monitoring and recording their time and attendance through Field Support Suite, within the Mission's delegated human resources management

authorities. The Unit is also the focal point for injured national staff of the former United Nations Office of the Humanitarian Coordinator for Iraq and maintains their records. The Unit will be headed by one Human Resources Officer (Field Service) and supported by four Human Resources Assistants (Local level).

203. In Kuwait, the Joint Staffing Table and Post Management Unit will be responsible for translating the approved budget to reflect appropriate authorized positions in consultation with the Chief Human Resources Officer, and in liaison with counterparts at the Field Personnel Division, the UNAMI Budget Office and programme managers to ensure that all records are accurate. The Unit will continue to verify that the information stored in the different human resources databases (IMIS, Nucleus, Field Support Suite) corresponds with each other and will validate information/records and upload data on arrivals and separations in human resources systems in liaison with human resources teams prior to the preparation of various staffing statistics, positions detail reports and other human resources-related statistics required by UNAMI senior management and the Field Personnel Division. The Unit will be headed by one Human Resources Assistant (Field Service), supported by three Human Resources Assistants (Local level).

204. The UNAMI Office in Erbil will be supported by one Human Resources Assistant (Local level), who acts as a liaison between human resources operations in Kuwait and the Chief Human Resources Officer in Baghdad, and ensures that all documents pertaining to human resources issues from the region are submitted and received in Kuwait within the set timelines.

Staffing changes

205. Owing to the restructuring of the functions of the Human Resources Section, in order to operate under the Kuwait Joint Support Office, moving from specialized units to generalized units and working in teams, and also owing to the proposed closure of UNAMI offices in Amman and Basra, the following internal redeployments are proposed:

(a) One position of Chief of the Human Resources Section (P-4), from Kuwait to Baghdad;

(b) One Human Resources Officer (P-3), from the Recruitment Unit to the Kuwait Joint Support Office human resources operations;

(c) One Human Resources Officer (Field Service) from Erbil to Kuwait;

(d) Three Human Resources Assistants (1 Field Service and 2 Local level) from the Database and Archive Unit in Kuwait to the Staffing Table and Post Management Unit;

(e) Two Human Resources Assistants (1 Field Service and 1 Local level) from the International Unit to Team 1 in Kuwait;

(f) Four Human Resources Assistants (1 Field Service and 3 Local level) from the Recruitment Unit to Team 2 in Kuwait;

(g) Four Human Resources Assistants (Local level) from the Attendance Unit, one to the National Staff Unit, two to Team 3 and one to the Staffing Table and Post Management Unit in Kuwait;

(h) One Human Resources Assistant (Field Service) from the Attendance Unit to Team 3;

(i) One Human Resources Assistant (Local level) from Kuwait to Team 1.

206. In addition to the above-mentioned internal redeployment, it is proposed that one Contracts Administrative Assistant (Field Service) be redeployed from the Supply Section, Kuwait, to the Human Resources International Unit Team 1 and retitled Human Resources Assistant (Field Service).

207. It is proposed that one Human Resources Officer (P-3) position in the International Staff Unit in Kuwait, and three Human Resources Assistants (Local level), two in Kuwait and one in Baghdad, be abolished.

Training Section

International staff: *Abolition of 1 Field Service position*

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Total*	*Field/ Security Service*	*General Service*	*Total inter-national*	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Grand total*
Approved 2012	–	–	–	–	–	1	–	–	1	2	–	3	–	2	–	5
Proposed 2013	–	–	–	–	–	1	–	–	1	1	–	2	–	2	–	4
Change	–	–	–	–	–	–	–	–	–	**(1)**	–	**(1)**	–	–	–	**(1)**

208. The Training Section is responsible for implementing the United Nations Learning and Development Policy by designing and delivering training programmes and relevant learning opportunities to address the professional development and career growth of UNAMI staff, and enhance their skills, knowledge and competencies in order to support the Mission in fulfilling its mandate.

209. The Training Section bridges the gaps in the Mission's skills by availing itself of both internal and external training as part of the development plan described in administrative instruction ST/AI/2010/5 on performance management. The Section also administers induction courses for newly arrived staff members, including the United Nations Guard Unit, and conducts language courses in some duty stations.

210. The Section will be located in Kuwait in order to harness efficiency gains and maximize on the pooled resources at the Kuwait Joint Support Office. It is envisaged that training specialists will be available to support both administrative and training delivery tasks as required in both missions.

211. The Chief Training Officer (P-4) located in Kuwait provides advice and support to the Chief of Administrative Services on matters related to the Mission's learning requirement, staff development and capacity-building. The Chief Training Officer identifies training needs and designs and implements relevant learning courses for all Mission staff. He also oversees implementation of language and induction programmes, and provides overall direction to the Section. The Chief

Training Officer is supported by two Training Assistants (1 Field Service and 1 Local level).

212. The training office in Baghdad is supported by one Training Assistant (Local level).

Staffing changes

213. It is also proposed that one Training Coordinator (Field Service) position in Kuwait be abolished.

Finance Section

International staff: *Abolition of 1 P-3 position*

National staff: *Abolition of 1 Local level position*

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Total*	*Field/ Security Service*	*General Service*	*Total inter-national*	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Grand total*
Approved 2012	–	–	–	–	–	1	1	–	2	7	–	9	–	13	–	22
Proposed 2013	–	–	–	–	–	1	–	–	1	7	–	8	–	12	–	20
Change	–	–	–	–	–	–	**(1)**	–	–	–	–	**(1)**	–	**(1)**	–	**(2)**

214. The Finance Section manages the overall financial activities of the Mission and ensures compliance with the Financial Regulations and Rules of the United Nations. It also reviews and monitors imprest activities to ensure that imprest/petty cash funds are utilized for the purposes for which they were created. The Section ensures accurate and complete accounting, reporting and internal financial controls; reconciles bank accounts against ledger accounts; exercises delegated authority from the Assistant Secretary-General (Controller) to approve and disburse payments of the Mission in a timely manner and to settle vendors' invoices; settles staff members' travel claims; and processes payroll.

215. The Chief Finance Officer (P-4), located in Kuwait, is the head of the Section and provides advice and support to the Chief of Administrative Services and the Chief of Mission Support on all financial matters.

216. The Mission is operating from two different countries with various different locations. The Finance Section has offices in Kuwait, Baghdad and Erbil.

217. The Chief Finance Officer is currently supported by the Payroll, Accounts, Cashier and Vendors Units:

(a) The Payroll Unit, which is responsible for the processing of salaries and benefits for national staff and mission substance allowance, monthly payment order and allowances for international staff, is headed by one Finance Officer (Field Service), supported by five Finance Assistants (2 Field Service and 3 Local level);

(b) The Accounts Unit, which is responsible for recording of field suballotment advices, obligations, preparation of the monthly financial statements and the monthly bank reconciliation, is headed by one Finance Officer (Field Service), supported by one Finance Assistant (Field Service) and two Finance Assistants (Local level);

(c) The Cashier Unit, which is responsible for all disbursements, including cash and cheque transactions, and the transmittal of payment instructions to banks and regional offices, is headed by one Finance Assistant (Field Service), supported by one Finance Assistant (Local level);

(d) The Vendors Unit, which is responsible for invoice-matching and the processing of payments to all vendors for goods and services provided to the Mission, as well as for the reconciliation and liquidation of the balances of all purchase orders in the Mercury procurement system, is headed by one Finance Officer (Field Service), supported by four Finance Assistants (Local level);

(e) The Finance subunit in Erbil, which is responsible for all vendors' payments, an imprest fund and other related payments, is supported by one Finance Assistant (Local level) under the supervision of the Vendors Unit in Kuwait;

(f) The Finance subunit in Baghdad, which is responsible for all vendor payments, an imprest fund and other related payments, is supported by one Finance Assistant (Local level), also under the supervision of the Vendors Unit in Kuwait.

218. Effective 1 January 2013, there will be a complete merger of the UNAMI/UNAMA Finance Section under the proposed Kuwait Joint Support Office. This will entail staff working together in all aspects that are not mission-specific. These include but are not limited to services such as payroll processing, vendor payments processing, cashier services, accounts processing and, where possible, International Public Sector Accounting Standards (IPSAS) implementation. Synergies are expected, and with a thorough review of task analysis after the merger, further restructuring may be effected.

Staffing changes

219. In 2012, the Field Personnel Division reclassified two Finance Assistant (Field Service) positions in the Accounts and Vendors Unit, respectively, to Finance Officer (Field Service). In order to be in accordance with the aforementioned decision, it is proposed that the reclassification of two Finance Assistant (Field Service) positions to Finance Officer (Field Service) positions for 2013.

220. To reflect the actual positions in the Finance Section, the following internal redeployments are proposed:

(a) Two Finance Assistant (Field Service) positions from the Vendors Unit to the Payroll Unit and one Finance Officer (Field Service) position from the Payroll Unit to the Vendors Unit, all in Kuwait;

(b) One Finance Assistant (Local level) position from the Payroll Unit to the Accounts Unit in Kuwait.

221. The abolition of the following two positions is proposed: one Deputy Chief Finance Officer (P-3) in Baghdad and one Finance Assistant (Local level) in Kuwait.

General Services Section

International staff:	*Abolition of 2 positions (1 P-3 and 1 Field Service)*
	Reclassification of 3 (Field Service) positions to Local level
	Outward redeployment of 1 (Field Service) position to the Office of the Chief of Staff
National staff:	*Reclassification of 3 (Field Service) positions to Local level*
	Inward redeployment of 2 (Local level) positions, one from the Office of the Chief of Mission Support and one from the Office of the Chief of Technical Services

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Total*	*Field/ Security Service*	*General Service*	*Total inter-national*	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Grand total*
Approved 2012	–	–	–	–	–	1	1	–	2	20	–	22	–	36	–	58
Proposed 2013	–	–	–	–	–	1	–	–	1	15	–	16	–	41	–	57
Change	–	–	–	–	–	–	**(1)**	–	**(1)**	**(5)**	–	**(6)**	–	**5**	–	**(1)**

222. The General Services Section is responsible for providing a wide range of services in support of the administrative operations of the Mission. This includes travel arrangements, mail, pouch, records and archives operations, receipt and inspection of goods, property control and inventory, claims processing, property survey, property disposal and facilities management.

223. The Chief of General Services (P-4), located in Kuwait, is responsible for the provision of supervision and specialist advice on the above-mentioned matters and will be supported by one Administrative Assistant (Local level). The Chief will also be supported by one General Services Officer (Field Service) in Baghdad, one General Services Assistant (Field Service) in Kirkuk, and two General Services Assistants (1 Field Service and 1 Local level) in Erbil.

224. The General Services Officer (Field Service) will be in charge of the overall property and facility management functions of the Mission, which will include the Property Control and Inventory Unit, the Property Disposal Unit, the Claims and Property Survey Unit, and the Facilities Management Unit.

225. The Receiving and Inspection Unit will be headed by one Chief Receiving and Inspection Officer (Field Service) in Kuwait, and supported by four Receiving and Inspection Assistants (1 Field Service, 3 Local level) in Kuwait, one Receiving and Inspection Assistant (Local level) in Erbil, and two Receiving and Inspection Assistants (1 Field Service and 1 Local level) in Baghdad.

226. The Property Control and Inventory Unit will be headed by one Chief of Property Control and Inventory Unit Officer (Field Service) and supported by three Property Control and Inventory Unit Assistants (Local level) in Kuwait, one Property Control and Inventory Unit Assistant (Local level) in Erbil, and two Property Control and Inventory Unit Assistants (1 Field Service and 1 Local level)

in Baghdad and one Property Control and Inventory Unit Assistant (Local level) in Amman.

227. The Claims and Property Survey Unit will be supported by two Claims Assistants (Local level) in Kuwait.

228. The Travel and Visa Unit, under the Kuwait Joint Support Office, will be headed by one Chief Travel Officer (Field Service), supported by two Travel Assistants (Field Service), two Travel Assistants (Local level) and one Liaison Assistant (Local level).

229. The Mail, Pouch, Archives and Records Unit will be headed by a Unit Supervisor (Field Service) in Baghdad, two Mail, Pouch, Archives and Records Unit Assistants (Local level) in Kuwait, and one Mail, Pouch, Archives and Records Unit Assistant (Local level) in Erbil.

230. The Facilities Management Unit will be headed by a Unit Supervisor (Field Service) based in Baghdad, supported by 15 Facilities Management Unit Assistants (Local level), 2 Facilities Management Unit Assistants (1 Field Service, 1 Local level) in Kuwait, 1 Facilities Management Unit Assistant (Field Service) in Erbil, 1 Facilities Management Unit Assistant (Local level) at the Baghdad International Airport, 1 Facilities Management Unit Assistant (Local level) in Kirkuk and 1 Facilities Management Unit Assistant (Local level) in Amman.

231. The Property Disposal Unit will be supported by one Property Disposal Unit Assistant (Local level) in Baghdad.

Staffing changes

232. In line with the Mission's operational requirements and restructuring within the Section to effectively utilize resources, the following changes are proposed:

(a) The reclassification of three Facilities Management Unit Assistants (Field Service), one at the Baghdad International Airport, one in Baghdad and one in Kirkuk, to Local level positions;

(b) Redeployment of one Receiving and Inspection Assistant (Local level) position from Baghdad and its retitling as Facilities Management Unit Assistant, Baghdad, and redeployment of one Claims Assistant (Local level) from Baghdad and its retitling as Facilities Management Unit Assistant in Baghdad.

233. The following positions are proposed for internal redeployment:

(a) One General Services Officer (Field Service), from Kuwait to Baghdad;

(b) One Travel Assistant (Field Service), from Erbil to Kuwait;

(c) One General Services Assistant (Field Assistant), from Kirkuk to Erbil;

(d) One Property Disposal Unit Assistant (Local level), from Kuwait to Baghdad.

234. In addition to the internal redeployment, the following external redeployments are proposed:

(a) Redeployment of one Administrative Assistant (Local level) from the Office of the Chief of Mission Support in Basra and its retitling as Facilities Management Unit Assistant in Amman;

(b) Redeployment of one Administrative Assistant (Local level) from the Office of the Chief of Technical Services in Kuwait and its retitling as Property Control and Inventory Unit Assistant in Amman;

(c) Redeployment of one Facilities Management Unit Assistant (Field Service) from Basra to the Office of the Chief of Staff in Baghdad and its retitling as Board of Inquiry Assistant.

235. It is proposed that two positions — one (P-3) Claims Officer in Kuwait and one Property Disposal Unit Assistant (Field Service) in Kuwait — be abolished.

Procurement Section

International staff: *Abolition of 2 (Field Service) positions*

Reclassification of 2 (Field Service) positions to Local level positions

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Total*	*Field/ Security Service*	*General Service*	*Total inter-national*	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Grand total*
Approved 2012	–	–	–	–	–	1	1	–	2	8	–	10	–	14	–	24
Proposed 2013	–	–	–	–	–	1	1	–	2	4	–	6	–	16	–	22
Change	–	–	–	–	–	–	–	–	–	**(4)**	–	**(4)**	–	**2**	–	**(2)**

236. The Procurement Section ensures the coordinated, efficient and economical purchase and delivery of goods and services to the Mission in the Islamic Republic of Iran, Iraq, Jordan and Kuwait in accordance with the Financial Regulations and Rules of the United Nations, the Procurement Manual and the ethical standard of the Organization. It is proposed that a sufficient number of qualified staff at each location be delegated the authority to carry out local procurement actions, commensurate with their grade, and that most major contracts and procurement actions over a certain limit be handled by the main office of the Procurement Section, located in Kuwait.

237. The Chief Procurement Officer (P-4) will be based in Kuwait and will ensure through delegation and regular visits that the Procurement Section follows proper implementation of procurement procedures when dealing with local and international sources, in compliance with the United Nations Financial Regulations and Rules and in accordance with the United Nations Procurement Manual. To maintain this standard, briefing and training of all staff by the Chief Procurement Officer will be an ongoing process. The Chief Procurement Officer develops the annual Procurement Section workplan based on the mission support objectives and approves the annual workplan of each unit to ensure consistency with the Section workplan and reasonable and realistic expected deliverables; coordinates the mission acquisition plan and provides assistance, guidance, training and support to all Procurement Units and requisitioning and end user offices on procurement matters; reviews and approves (signs) all contracts and purchase order documents in accordance with the Mission's delegated authority; and is responsible for responding

to Mission and various Headquarters boards (Headquarters Committee on Contracts, Local Committee on Contracts, Tender Opening, Technical Evaluation, Board of Auditors) whenever procurement cases and matters are reviewed and for coordination with the Finance Section, the Budget Unit, the General Services Section and all self-accounting technical sections on obligation of funds and consolidated sales of written-off United Nations property. The Chief Procurement Officer is directly supported by one Procurement Assistant (Local level).

238. The main Procurement Section is based in Kuwait and is divided into four units, as follows:

(a) Unit 1 is responsible for purchases of goods and services for Transport, Logistics and General Services commodities, for sale of written-off United Nations property and for the establishment and administration of the related contracts. The Unit comprises one Procurement Officer (P-3) and three Procurement Assistants (Local level);

(b) Unit 2 is responsible for the purchase of goods and services for Information and Communication Technology, Engineering, Training and Human Resources-related commodities and for the establishment and administration of the related contracts. The Unit comprises one Procurement Officer (Field Service) and three Procurement Assistants (Local level);

(c) Unit 3 is responsible for the purchase of goods and services for the Mission and the United Nations country team requirements for movement control, Aviation and Security-related commodities and for the establishment and administration of the related contracts. The Unit comprises one Procurement Officer (Field Service) supported by two Procurement Assistants (Local level);

(d) The Support Unit is responsible for the maintenance of the Mission vendor database and vendor filing system. It presents and forms the main body of the Local Vendor Review Committee delegated with the responsibility to make recommendations on suspension and/or removal of vendors from the vendor database, expedites all purchase orders, confirms receipt of goods, coordinates Local Committee on Contracts submissions and liquidation of outstanding purchase order obligations, completes the procurement process in the Mercury System, maintains the central contracts and purchase order filing system, archives all purchase order case files from prior mandates, prepares procurement statistic reports, monitors and distributes all operational and administrative correspondence and documents and provides central administrative support to the Section at all locations. The Unit comprises one Procurement Assistant (Field Service) and three Procurement Assistants (Local level).

239. The Iraq Operations Unit in Baghdad is responsible for the purchase of goods and services for UNAMI requirements for all country and location-specific commodities, the establishment and administration of the related contracts and for coordinating and providing in-country support to all the Section's activities in Iraq. The Unit resolves contractual disputes, tracks vendor deliveries of goods and services to UNAMI headquarters in the Green Zone and the Baghdad International Airport, coordinates levy exemption and security clearances for all contractors and suppliers doing business with the United Nations and UNAMI, provides operational support to the Section's headquarters, the Procurement Unit in Erbil, through organizing and conducting vendor site surveys, pre-bidding conferences, annual

business seminars in coordination with the Local Chamber of Commerce and negotiations for resolving contractual disputes. The Unit is headed by one Procurement Officer (Field Service) and supported by two Procurement Assistants (Local level).

240. The Procurement Unit in Erbil processes all the requirements for the purchase of goods, contracting of services and sale of written-off United Nations property in support of the UNAMI presence in Erbil and Kirkuk. It administers all contracts and contract amendments, resolves contractual disputes, tracks the delivery of goods and services to the UNAMI offices in Erbil and Kirkuk, coordinates levy exemption and security clearances for all contractors and suppliers doing business with the United Nations and UNAMI and organizes and delivers annual business seminars in coordination with the Local Chamber of Commerce. The Unit is supported by two Procurement Assistants (Local level).

Staffing changes

241. In line with the Mission's operational requirements and restructuring within the section to better manage utilize resources, the following changes are proposed.

242. Reclassification of two Procurement Officer (Field Service) positions in the Contracts Unit in Kuwait to Procurement Assistant (Local level) and redeployment to the Kuwait Office and to the Iraq Operations Unit in Baghdad, respectively.

243. It is proposed that the following positions be redeployed internally:

(a) Two positions (1 Procurement Officer (P-3) and 1 Procurement Assistant (Field Service)) from the Baghdad Office to Unit 1 in Kuwait and the Iraq Operations Unit in Baghdad, respectively;

(b) One Procurement Assistant (Local level) position from the Vendor Review Unit in Kuwait to Unit 2 in Kuwait;

(c) Three positions (1 Procurement Officer (Field Service) and 2 Procurement Assistants (Local level)) from the Support Unit in Kuwait to Unit 3 in Kuwait, and Unit 2 in Kuwait, respectively;

(d) One Procurement Officer (Field Service) position from the Kuwait Office to Unit 2 in Kuwait;

(e) One Procurement Officer (Field Service) position from the Purchasing Unit to the Support Unit in Kuwait;

(f) Three Procurement Assistant (Local level) positions from the Baghdad Office, one to the Iraq Operations Unit in Baghdad and two to Unit 1 in Kuwait;

(g) Four Procurement Assistant (Local level) positions from the Purchasing Unit, one to Unit 1 in Kuwait, two to Unit 3 in Kuwait and one to the Erbil Unit;

(h) Three Procurement Assistant (Local level) positions from the Contracts Unit to the Support Unit in Kuwait.

244. It is proposed that one Procurement Officer (Field Service) position in Erbil and one Procurement Assistant (Field Service) position in Kuwait be abolished.

Medical Services

National staff: *Abolition of 1 (Local level) position*

	Professional and higher categories									General Service and related categories			National staff			
	USG	ASG	D-2	D-1	P-5	P-4	P-3	P-2	Total	Field/ Security Service	General Service	Total inter- national	National Professional Officer	Local level	United Nations Volunteers	Grand total
Approved 2012	–	–	–	–	1	2	4	–	7	5	–	12	–	4	–	16
Proposed 2013	–	–	–	–	1	2	4	–	7	5	–	12	–	3	–	15
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	(1)	–	(1)

245. The Medical Services Section is responsible for the health, medical care and well-being of civilian personnel. The Section will coordinate and deliver medical services and organize health maintenance and preventive medical care for all UNAMI personnel. It will also coordinate medical and casualty evacuations, both inside and outside the mission area, and plan for medical contingencies.

246. In Baghdad, the Section will be headed by one Chief Medical Officer (P-5) and supported by two Medical Officers (1 P-4, 1 P-3), two Nurses/Paramedics (Field Service), one Nurse (Local level) and one Pharmacist Assistant (Local level).

247. In Erbil, the Section will be supported by one Medical Officer (P-3), one Nurse/Paramedic (Field Service) and one Nurse/Lab Technician (Local level).

248. In Kirkuk, the Section will be supported by one Medical Officer (P-3) and one Nurse/Paramedic (Field Service).

249. The Staff Counsellor (P-4), reporting to the Chief Medical Officer, will be supported in Baghdad by one Staff Counsellor (P-3) and one Assistant Staff Counsellor (Field Service).

Staffing changes

250. In line with the Mission's operational requirements and restructuring within the section to better utilize resources, the following changes are proposed:

(a) Retitling of one Nurse (Local level) position in Baghdad as Pharmacist Assistant;

(b) Abolition of one Nurse (Local level) position in Kirkuk.

Office of the Chief of Technical Services

National staff: *Redeployment of 1 Local level position to the General Services Section*

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Total*	*Field/ Security Service*	*General Service*	*Total inter-national*	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Grand total*
Approved 2012	–	–	–	–	1	2	2	–	5	–	–	5	–	4	–	9
Proposed 2013	–	–	–	–	1	2	2	–	5	–	–	5	–	3	–	8
Change	–	–	–	–	–	–	–	–	–	–	–	–	–	**(1)**	–	**(1)**

251. The UNAMI technical support sections deliver functional and secure accommodation, communication, information, mobility and life support services to the Mission in order to allow the implementation of its mandate. The Chief of Technical Services (P-5) is responsible for the delivery of efficient logistical support and oversees the management of the Transport Section, the Communication and Information Technology Service, the Engineering Section, the Logistics Operations Centre, the Supply Section and the Aviation Service. The Chief of Technical Services will be supported by one Deputy Chief of Technical Service (P-4) and one Administrative Assistant (Local level) in Baghdad.

252. The Logistics Operations Centre is responsible for the planning and coordination of all technical services activities, including the development of and support to regional offices and forward bases. It is also responsible for routine planning, coordination and conduct of sustainment operations for all UNAMI offices. In addition, the Centre manages all support to the United Nations Guard Unit, including contingent-owned equipment, deployments and rotations. The Centre provides Mission Support with a planning, coordinating and reporting function that provides timely situational awareness and allows for seamless coordination of support to UNAMI dependencies. The Centre is headed by the Chief Logistics Officer (P-4) in Baghdad, supported by one Administrative Assistant (Local level). The Centre will consist of a Logistics Plans Unit, staffed by one Logistics Officer (P-3), and a Logistics Operations Unit, staffed by one Logistics Officer (P-3) and one Logistics Assistant (Local level).

Staffing changes

253. In line with the Mission's operational requirements and restructuring within the section to better utilize resources, the following changes are proposed:

(a) Redeployment of one Deputy Chief of Technical Service (P-4) from Kuwait to Baghdad;

(b) Redeployment of one Administrative Assistant (Local level) to the Property Control and Inventory Unit in the General Services Section in Amman and retitling as Property Control and Inventory Unit Assistant.

Communication and Information Technology Section

International staff: *Abolition of 3 positions (1 P-2 and 2 Field Service)*

National staff: *Abolition of 5 (Local level) positions*

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Total*	*Field/ Security Service*	*General Service*	*Total inter-national*	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Grand total*
Approved 2012	–	–	–	–	–	1	2	1	4	21	–	25	–	43	–	68
Proposed 2013	–	–	–	–	–	1	2	–	3	19	–	22	–	38	–	60
Change	–	–	–	–	–	–	–	**(1)**	**(1)**	**(2)**	–	**(3)**	–	**(5)**	–	**(8)**

254. The Communication and Information Technology Section is responsible for the planning, installation and maintenance of all communications and information technology infrastructure and systems in the mission area. The Section manages a large number of technical personnel and an extensive inventory of high-value equipment. In addition, it is responsible for managing the Mission's various applications and e-mail system, user training and support, videoconferencing and communications equipment. The Section will be headed by one Chief, Communication and Information Technology Section (P-4) in Baghdad and will be supported by two Information and Technology Assistants (Field Service), three Telecommunications Assistants (Field Service), one Materials and Assets Assistant (Field Service), one Telecommunications Technician (Field Service), eight Information Technology Assistants (Local level), five Telecommunications Technicians (Local level) and two Warehouse Assistants (Local level).

255. The Section in Kuwait will be supported by one Information Technology Officer (P-3), one Warehouse Assistant (Field Service), two Information Technology Officers (Field Service), one Telecommunications Assistant (Field Service), one Budget Assistant (Field Service), four Information Technology Assistants (Field Service), one Telecommunications Assistant (Field Service), five Information Technology Assistants (Local level), four Telecommunications Technicians (Local level), one Billing Assistant (Local level) and one Warehouse Assistant (Local level).

256. The Section in Erbil will be supported by one Operations Officer (P-3), one Information Technology Assistant (Field Service), two Telecommunications Technicians (Local level), three Information Technology Assistants (Local level), one Warehouse Assistant (Local level) and two Information Technology Technicians (Local level).

257. The Office in Kirkuk will be supported by two Information Technology Assistants (Local level).

258. The Office at the Baghdad International Airport will be supported by one Telecommunications Assistant (Field Service) and one Telecommunications Technician (Local level).

259. The Office in Amman will be supported by one Information Technology Technician (Local level).

Staffing changes

260. In line with the Mission's operational requirements and restructuring within the Section to better manage and effectively utilize resources, and with the closure of the Amman and Basra offices, it is proposed that the following positions be abolished:

(a) In Baghdad, one Associate Information Technology Officer (P-2) and one Information Technology Assistant (Field Service);

(b) In Kuwait, one Telecommunication Assistant (Field Service) and one Information Technology Assistant (Local level);

(c) In Basra, one Information Technology Technician (Local level), one Information Technology Assistant (Local level) and two Communication Technicians (Local level).

261. In order to formalize the approval of the Field Personnel Division on reclassification and retitling of Communications and Information Technology Section positions and in order for restructuring to reflect the actual location where duties are performed, the following changes are proposed.

262. In Baghdad:

(a) Redeployment of one Operations Manager (P-3) position to Erbil;

(b) Redeployment of one Telecommunication Technician (Field Service) position to Kuwait and retitling as Information Technology Assistant (Field Service);

(c) Redeployment of one Data Security and Disaster Recovery Specialist (Field Service) position to Kuwait and retitling as Information Technology Assistant (Field Service);

(d) Retitling of two Information Technology Officer (Field Service) positions as Information Technology Assistants (Field Service); one to remain in Baghdad and one to be redeployed to Kuwait;

(e) Two Information Technology Assistant (Field Service) positions: retitling of one as Telecommunication Assistant (Field Service) and redeployment of the other to Kuwait;

(f) Retitling of five Communication Technician (Local level) positions as Telecommunication Technicians (Local level);

(g) Retitling of one Asset Assistant (Local level) position as Warehouse Assistant (Local level);

(h) Retitling of three Information Technology Technician (Local level) positions as Information Technology Assistants (Local level).

263. In Kuwait, under the Kuwait Joint Support Office:

(a) Retitling of one Information Technology Officer (Field Service) position as Telecommunication Assistant (Field Service);

(b) Retitling of one Information Technology Assistant (Field Service) position as Information Technology Officer (Field Service);

(c) Retitling of two Telecommunication Technician (Field Service) positions as Telecommunication Assistants (Field Service); one in Kuwait and one to be redeployed to Baghdad;

(d) Retitling of one Telephone Technician (Field Service) position as Budget Assistant;

(e) Retitling of one Asset Manager (Field Service) position as Material and Asset Assistant (Field Service) and its redeployment to Baghdad;

(f) Retitling of two Communications Technician (Local level) positions as Telecommunication Technicians (Local level);

(g) Retitling of one Asset Assistant (Local level) position as Warehouse Assistant (Local level);

(h) Retitling of one Administrative Assistant (Local level) position as Warehouse Assistant (Local level) and its redeployment to Baghdad;

(i) Retitling of four Information Technology Technician (Local level) positions as Telecommunication Technicians (Local level);

(j) Retitling of one Document Management and Training Assistant (Local level) position as Telecommunication Technician.

264. In Erbil:

(a) Retitling of one Information Technology Officer (Field Service) position as Information Technology Assistant (Field Service);

(b) Redeployment of one Telecommunication Technician (Field Service) position to the Baghdad International Airport and its retitling as Telecommunication Assistant (Field Service);

(c) Retitling of two Communications Technician (Local level) positions as Telecommunication Technician (Local level);

(d) Redeployment of one Communication Technician (Local level) position to the Baghdad International Airport and its retitling as Telecommunication Technician (Local level);

(e) Redeployment of one Information Technology Technician (Local level) position to be redeployed from Basra to Amman.

265. In Kirkuk:

(a) Redeployment of one Communication Technician (Local level) position to Erbil and its retitling as Warehouse Assistant (Local level);

(b) Retitling of three Information Technology Technician (Local level) positions as Information Technology Assistant (Local level), two in Kirkuk and redeployment of one to Erbil.

Engineering and Building Management Section

International staff: *Abolition of 2 positions (1 P-3 and 1 Field Service)*

National staff: *Abolition of 1 position (National Professional Officer)*

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Total*	*Field/ Security Service*	*General Service*	*Total inter-national*	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Grand total*
Approved 2012	–	–	–	–	–	2	4	–	6	5	–	11	1	48	–	60
roposed 2013	–	–	–	–	–	2	3	–	5	4	–	9	–	48	–	57
Change	–	–	–	–	–	–	(1)	–	(1)	(1)	–	(2)	(1)	–	–	(3)

266. The Engineering and Buildings Management Section is responsible for the effective and efficient planning, management, refurbishment, maintenance and operation of premises. The Section will be headed by a Chief Engineer (P-4), who plans and implements construction and buildings and facilities refurbishment projects, supervises the implementation of contractual engineering work, arranges for the maintenance of the office premises and accommodation facilities of the Mission, controls and establishes procedures and administers engineering stores and supplies, provides for the construction and installation of infrastructure, including for the operation of equipment for water purification, identifying sources of water and bottling, and supervises the rehabilitation, as necessary, of airfields, the renovation of Government-provided office premises and the development of sites for office and housing accommodation.

267. Located in Baghdad, the Chief Engineer will be supported by one Project Engineer (P-4) and one Administrative Assistant (Local level). He will also be supported by two Engineers (P-3), five Electricians (Local level), one Buildings Management Assistant (Local level), four Plumbers (Local level), two Generator Operators (Local level), three Assistant Engineers (Local level), one Generator Mechanic (Local level), two Masons (Local level), four Heating, Ventilation and Air-Conditioning Technicians (Local level), one Assets Assistant (Local level), two Assets Storekeepers (Local level), two Carpenters (Local level) and two Groundskeepers (Local level).

268. At Baghdad International Airport, one Engineer (Field Service) will be responsible for overall maintenance of UNAMI Facilities, supported by one Building Management Officer (Field Service), one Plumber (Local level), one Building Management Assistant (Local level) and one Heating, Ventilation and Air-Conditioning Technician (Local level).

269. The Kuwait office will be supported by one Assistant Engineer (Local level), one Heating, Ventilation and Air-Conditioning Technician (Local level), one Electrician (Local level), one Plumber (Local level) and one Material Management Assistant (Local level) to carry out daily maintenance and minor engineering repairs.

270. The Erbil office will be supported by one Engineer (P-3), one Civil Engineer (Field Service), one Generator Mechanic (Local level), one Carpenter (Local level),

one Assistant Engineer (Local level), one Plumber (Local level), one Electrician (Local level), one Building Management Assistant (Local level), and one Heating, Ventilation and Air-Conditioning Technician (Local level).

271. The Kirkuk office will be supported by one Material Management Engineer (Field Service), one Heating, Ventilation and Air-Conditioning Technician (Local level) and one Building Management Assistant (Local level).

272. The Amman office will be supported by one Engineering Assistant (Local level).

Staffing changes

273. Following a review of staffing needs across the Mission and owing to the proposed closing of the office in Basra, it is proposed that:

(a) One Engineer (P-3) position be redeployed from Baghdad International Airport to Baghdad;

(b) One Material Management Engineer (Field Service) position be redeployed from Kuwait to Kirkuk;

(c) Two Engineer (Field Service) positions be redeployed from Baghdad to Baghdad International Airport and one of them retitled as Building Management Officer (Field Service);

(d) One Plumber (Local level) position be redeployed from Baghdad to Baghdad International Airport;

(e) Two Heating, Ventilation and Air-Conditioning Technician (Local level) positions be redeployed to Baghdad International Airport and Kirkuk, respectively;

(f) One Building Management Assistant (Local level) position be retitled Material Management Assistant and redeployed to Kuwait;

(g) One Assistant Engineer (Local level) position be redeployed from Erbil to Amman.

274. It is proposed that the following positions be abolished: one Engineer (P-3) in Basra, one Civil Engineer (Field Service) in Kirkuk, and one Building Management Officer (National Professional Officer) in Baghdad.

Transport Section

International staff: *Reclassification of 2 (Field Service) positions to Local level*

National staff: *Abolition of 4 (Local level) positions*

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Total*	*Field/ Security Service*	*General Service*	*Total inter-national*	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Grand total*
Approved 2012	–	–	–	–	–	1	1	–	2	9	–	11	–	55	–	66
Proposed 2013	–	–	–	–	–	1	1	–	2	7	–	9	–	53	–	62
Change	–	–	–	–	–	–	–	–	–	(2)	–	(2)	–	(2)	–	(4)

275. The objective of the UNAMI Transport Section is to provide cost-effective operational mobility in support of the Mission mandate. To achieve this, vehicles that comply with minimum operating security standards have been deployed to Iraq and soft-skinned vehicles have been deployed to Kuwait and Amman. Optimum efficiency is achieved by having a mix of vehicles based on operational and logistics requirements. For instance, military-type vehicles designed to provide protection against mines are deployed for military and security-related operations. Armoured buses have been deployed to move people between the international zone in Baghdad and Baghdad International Airport. The basic concept for the deployment of armoured vehicles to various locations is the following: vehicles should be deployed to support between five and six missions to the red zones in Baghdad, three missions to Erbil, one mission to Kirkuk and one mission to Basra. Each mission into a red zone requires the deployment of at least nine vehicles that comply with minimum operating security standards. Vehicles required for operations into the red/amber zone must have an adequate level of protection, a higher engine capacity, a wider body and adequate cargo space so that electronic countermeasures and communications equipment can be installed and so that personal security details with weapons, ammunition and essential stores can operate from these vehicles with ease and efficiency. Deployed vehicles must also provide transportation to the command and control elements of the United Nations Guard Unit in Baghdad, Erbil, Kirkuk and Basra, and at Baghdad International Airport.

276. The Transport Unit in Baghdad provides ground transportation facilities and services to all staff members, military contingent, red zone operational missions of UNAMI and agencies/the United Nations country team under common services agreement. It is part of the Integrated Support Services. In Baghdad operations will be headed by 1 Chief Transport Officer (P-4), supported by 2 Transport Officers (Field Service), 1 Vehicle Technician (Field Service), 2 Drivers (Local level), 2 Transport Assistants (Local level), 2 Dispatchers (Local level), 7 Drivers (Local level), 8 Heavy Duty Vehicle Operators (Local level) and 11 Vehicle Technicians (Local level).

277. The Transport Unit at Erbil provides ground transportation facilities and services to all staff members, military contingent, red zone operational missions of UNAMI and the United Nations country team's agencies under the common services agreement. Transport Support and operations will be headed by two Transport Officers (Field Service), one Transport Assistant (Local level), two Drivers (Local level), and one Vehicle Technician (Local level).

278. The Transport Unit at Baghdad International Airport is supported by one Vehicle Technician (Local level).

279. The Transport Unit in Kirkuk will be supported by one Vehicle Technician (Local level).

280. Kuwait is the logistics base of UNAMI. All vehicles and other equipment are received at this location, then dispatched to Baghdad, Baghdad International Airport, Kirkuk and Erbil. The Transport Unit at Kuwait is also responsible for providing transportation support for the administration and operation of the UNAMI office at Kuwait. The operations in Kuwait will be supported by one Transport Officer (P-3), one Transport Officer (Field Service), one Vehicle Technician (Field Service), one Administrative Assistant (Local level), two Transport Assistants

(Local level), three Drivers (Local level) and two Dispatchers (Local level), two Heavy Vehicle Operators (Local level) and five Vehicle Technicians (Local level).

Staffing changes

281. After a review of staffing needs across the Mission and owing to the proposed closure of offices in Amman and Basra, it is proposed that:

(a) Two Driver (Field Service) positions be reclassified to Driver (Local level) in Baghdad;

(b) Two Driver (Local level) positions be abolished in Amman;

(c) One Driver (Local level) position and one Vehicle Technician (Local level) position be abolished in Basra.

Supply and Service Section

International staff:	*Abolition of 1 (P-3) position*
	Reclassification of 3 positions (1 P-3 to Field Service, 2 Field Service to Local level)
	Outward redeployment of 1 Field Service position to the Human Resources Section
National staff:	*Abolition of 2 (Local level) positions*
	Reclassification of 2 positions (Field Service to Local level)

	Professional and higher categories							*General Service and related categories*			*National staff*	
	D-2	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Total*	*Field/ Security Service*	*General Service*	*Total international*	*Local level*	*Grand total*
Approved 2012	–	–	–	1	2	–	3	9	–	12	17	29
Proposed 2013	–	–	–	1	–	–	1	7	–	8	17	25
Change	–	–	–	–	**(2)**	–	**(2)**	**(2)**	–	**(4)**	–	**(4)**

282. The Supply and Services Section is primarily responsible for the provision of all kinds of general supplies, management of life support (accommodating, catering and bottled water) and fuel in support of the Mission. The Section is responsible for forecasting all supply and support requirements, budgeting, requisitioning, provisioning, contracting, receiving, storing, and inventory management, and for issuing and distribution of all supply items and equipment required by the Mission.

283. The Section will be headed by one Chief Supply Officer (P-4) in Baghdad and supported by one Warehouse Assistant (Field Service), one Catering Supervisor (Field Service), one Supply Officer (Field Service), one Supply Assistant (Field Service), one Fuel Assistant (Local level) and four Supply Assistants (Local level).

284. In Kuwait, the Supply Section will be supported by two units, namely, the General Supply Unit and the Contracts Services Unit. The General Supply Unit comprises one Inventory Management Supervisor (Field Service) and three Supply Assistants (Local level) and the Contracts Services Unit comprises two Contracts

Administrative Assistants (Local level), one Fuel Assistant (Local level) and one Administrative Assistant (Local level).

285. In Erbil, the Supply Section will be supported by one Supply Assistant (Field Service) and three Supply Assistants (Local level) and one Fuel Assistant (Local level).

286. The office at Baghdad International Airport will be supported by one Supply Assistant (Field Service).

287. The office in Kirkuk will be supported by one Supply Assistant (Local level).

Staffing changes

288. Following a review of staffing needs across the Mission, and owing to the proposed closure of offices in Amman and Basra, it is proposed that:

(a) One Supply Officer (P-3) position be reclassified as Supply Officer (Field Service) in Baghdad;

(b) One Fuel Supervisor (Field Service) position be reclassified as Fuel Assistant (Local level) in Kuwait;

(c) One Supply Assistant (Field Service) position be reclassified as Fuel Assistant (Local level) in Erbil;

(d) One Chief Supply Officer (P-4) position be redeployed from Kuwait to Baghdad;

(e) One Contracts Administrative Assistant (Field Service) position in Kuwait be redeployed to the Human Resources Section and retitled Human Resources Assistant (Kuwait);

(f) One Warehouse Assistant (Field Service) position be redeployed from Kuwait to Baghdad;

(g) One Supply Assistant (Field Service) position be redeployed from Amman to the Baghdad International Airport;

(h) One Supply Assistant (Local level) position be redeployed from Baghdad to Erbil;

(i) The following positions be abolished: one Contracts Administrative Officer (P-3) in Kuwait, one Inventory Management Assistant (Local level) in Kuwait and one Supply Assistant (Local level) in Basra.

Aviation Section

International staff:	*Abolition of 4 (Field Service) positions*
	Reclassification of 2 (Field Service) to (Local level)
National staff:	*Abolition of 1 (Local level) positions*
	Reclassification of 2 (Field Service) to (Local level)

	Professional and higher categories									*General Service and related categories*			*National staff*			
	USG	*ASG*	*D-2*	*D-1*	*P-5*	*P-4*	*P-3*	*P-2*	*Total*	*Field/ Security Service*	*General Service*	*Total inter-national*	*National Professional Officer*	*Local level*	*United Nations Volunteers*	*Grand total*
Approved 2012	–	–	–	–	–	1	2	1	4	22	–	26	–	18	–	44
Proposed 2013	–	–	–	–	–	1	2	1	4	16	–	20	–	19	–	39
Change	–	–	–	–	–	–	–	–	–	**(6)**	–	**(6)**	–	1	–	**(5)**

289. The Air Transport Manual of the Department of Field Support provides specific guidance regarding the functions, roles and tasks to be carried out by the Aviation Section and guidance as to the staffing needs it believes necessary to accomplish those functions, roles and tasks. The staffing plan described below is designed to comply with the Department's policy and guidelines, while being refined to the specific needs of UNAMI. Among these is that the Mission's movement control functions remain integrated with Air Operations in the Aviation Section, even if they are managed by a Senior Movement Control Officer. In February 2012, staff officers from the Air Transport Section of the Department of Field Service and the Movement Control Unit carried out an assessment of aviation and movement control management and arrangements in the Mission. Relevant recommendations were addressed within this plan.

290. Moving operations at Baghdad International Airport out of the United States Government-managed facilities has created opportunities for outsourcing some tasks and to use national staff to perform other work formerly carried out by Field Service personnel at Baghdad International Airport. However, exploitation of these opportunities has been balanced with the need to retain core specialist skill levels, particularly at the supervisory level, so as to protect the safety of the Mission's aviation and movement and control operations and the personnel that use aviation and movement control services.

291. At Baghdad International Airport, the UNAMI Air Movement Operations Centre operates 6 days per week and 12 hours per day and is on "standby" at all other times. The staff operates in two shifts and comprise one Air Operations Officer (Field Service) and one Movement Control Officer (Field Service), who will be responsible for managing the daily UNAMI air and movement control operations in the Baghdad area. The Centre will be supported by one Air Operations Assistant and one Movement Control Assistant (Field Service) and one Air Operations Assistant (Local level).

292. Following the establishment of a United Nations air terminal at Baghdad International Airport, an Airfield Management Unit was formed from the existing

Air Support Unit at Baghdad International Airport and other Section Posts. The Unit is headed by one Air Operations Officer (P-3) and supported by one Air Operations Assistant (Field Service), two Air Operations Assistants (Local level), and two Movement Control Assistants (Field Service), and further supported by contractors. The Unit will also operate in two shifts and supervise all air terminal checking, arrival and dispatch functions, along with direct management of all ramp safety and operations management functions, that is, supervision of fuelling operations, supervision of aircraft loading and unloading, vehicle access and control, aircraft parking, foreign object debris control and other safety oversight functions. Air operations staff from this Unit will also carry out airfield and helicopter landing site surveys and inspections where needed in the mission area, and continue to assist the Iraqi Civil Aviation Authority in general airport and air traffic management development matters affecting UNAMI.

293. In Baghdad, an Air Movement Detachment is located at Mission headquarters. It will be supported by five Movement Control Assistants (3 Field Service and 2 Local level).

294. In Kuwait, at the Section headquarters, the Chief Aviation Officer (P-4) will continue to be assisted by the Chief of Movement Control (P-3).

295. The Technical Compliance and Quality Assurance Unit will be supported by one Air Operations Officer (P-2), one Air Operations Assistant (Field Service) and one Movement Control Assistant (Local level).

296. The Budget and Administration Unit will be supervised by one Air Operations Assistant (Field Service) and supported by two Movement Control Assistants (Local level).

297. All Air Operations and movement control planning and scheduling required by and occurring in the Mission, and between UNAMI and other Missions, will be carried out by the Movements Coordination Centre. Located in Kuwait, the Centre operates over 12 hours per day, 6 days per week and is supported by staff operating in two shifts. Its staff comprises two Air Operations Assistants (1 Field Service, 1 Local level), five Movement Control Assistants (2 Field Service, 3 Local level) working in two shifts.

298. A subunit of the Movement Control Centre plans and supports all cargo movement operations into, out of and throughout the mission area. The Centre's Cargo Unit operations will be carried out by one Movement Control Assistant (Field Service) and three Movement Control Assistants (Local level).

299. At Erbil, an Air Movement Detachment comprising two Movement Control Assistants (Local level) will support all UNAMI air and surface passenger and cargo movements to and from Erbil.

300. In Kirkuk, an Air Movement Detachment will be supported by one Movement Control Assistant (Local level).

301. In Amman, an Air Movement Detachment will be supported by one Movement Control Clerk (Local level).

Staffing changes

302. The Air Transport Section and Movement Control Section of the Department of Field Support recommended that elements of the Aviation Section be restructured. In line with those recommendations, it is proposed that Air Support Units be redesignated as Air Movement Detachments, that the Movement Control Unit/Central Booking Office be redesignated as the Movement Coordination Centre and the Movement Control Cargo Unit separately, and that the Air Support Unit at Baghdad International Airport be abolished.

303. To meet the above-mentioned needs, and in compliance with organizational Aviation Safety and Aviation Operational Risk management objectives, the following changes are proposed.

304. In Baghdad:

(a) Redeployment of one Movement Control Assistant (Field Service) from the Liaison Unit to the Air Movement Detachment at Headquarters;

(b) Redeployment of two Movement Control Assistants (Local level) from the Liaison Unit, one to the Air Field Management Unit at Baghdad International Airport and the other to the Air Movement Detachment Unit in Baghdad;

(c) Reclassification of one Movement Control Assistant (Field Service) position to Movement Control Assistant (Local level) and its redeployment from the Liaison Unit to the Air Movement Detachment Unit.

305. At Baghdad International Airport:

(a) Reclassification of one Air Operations Assistant (Field Service) position to Air Operations Assistant (Local level) and its redeployment from the Air Support Unit to the Air Field Management Unit;

(b) Redeployment of two Air Operations Assistant (Field Service) positions from the Air Support Unit, one to the Air Field Management Unit in Baghdad International Airport and one to the Technical Compliance and Quality Assurance Unit in Kuwait;

(c) Redeployment of three Movement Control Assistant (Field Service) positions from the Air Support Unit, two to the Air Field Management Unit at Baghdad International Airport and one to the Technical Compliance and Quality Assurance Unit in Kuwait.

306. In Kuwait:

(a) Redeployment of one Air Operations Officer (P-3) from the Technical Compliance and Quality Assurance Unit to the Air Field Management Unit at Baghdad International Airport;

(b) Redeployment of three Movement Control Assistant (Field Service) positions from the Movement Control Unit to the Movement Coordination Centre; and retitling one as Air Operations Assistant;

(c) Redeployment of one Budget and Administrative Assistant (Local level) position from the Budget and Administrative Assistant Unit to the Technical Compliance and Quality Assurance Unit and retitling it Movement Control Assistant (Local level);

(d) Redeployment of six Movement Control Assistant (Local level) positions from the Movement Control Unit, three to the Movement Control Cargo Unit and three to the Movement Coordination Centre;

(e) Redeployment of one Air Operations Assistant (Local level) position from the Air Support Unit in Basra to the Movement Coordination Centre and retitling it Air Operations Assistant;

(f) Retitling one Chief Air Operations (P-4) position Chief Aviation Officer.

307. In Erbil:

(a) Redeployment of one Air Operations Assistant (Field Service) position from the Air Support Unit to the Movement Control Cargo Unit in Kuwait and retitling it Movement Control Assistant (Field Service);

(b) Redeployment of two Movement Control Assistant (Local level) positions from the Air Support Unit to the Air Movement Detachment.

308. In Kirkuk, it is proposed that one Movement Control Assistant (Local level) position be redeployed from the Air Support Unit to the Air Movement Detachment.

309. It is proposed that the following positions be abolished:

(a) One Air Operations Assistant (Field Service) in the Air Support Unit at Baghdad International Airport;

(b) Three Movement Control Assistant (Field Service) in the Movement Control Unit in Kuwait;

(c) One Movement Control Assistant (Local level) in the Air Support Unit in Amman.

IV. Analysis of resource requirements

Table 4

Detailed cost estimates

(Thousands of United States dollars)

Category of expenditure	2012 Appropriations (1)	2012 Estimated expenditures (2)	2012 Variance (3)=(1)-(2)	2013 Total requirements (4)	2013 Net requirements[a] (5)=(4)-(3)	2013 Non-recurrent requirements (6)	Variance (7)=(4)-(1)
I. Military and police personnel							
Military observers	1 151.5	913.7	237.8	509.1	271.3	–	(642.4)
Military contingents	21 727.0	15 487.6	6 239.4	12 014.1	5 774.7	–	(9 712.9)
United Nations police	434.4	363.6	70.8	519.0	448.2	–	84.6
Total category I	**23 312.9**	**16 764.9**	**6 548.0**	**13 042.2**	**6 494.2**	–	**(10 270.7)**
II. Civilian personnel							
International staff	49 885.4	64 408.6	(14 523.2)	50 183.4	64 706.6	–	298.0
National staff	17 141.7	18 049.4	(907.7)	17 615.9	18 523.6	–	474.2
Total category II	**67 027.1**	**82 458.0**	**(15 430.9)**	**67 799.3**	**83 230.2**		**772.2**
III. Operations							
Consultants and experts	501.8	468.1	33.7	501.8	468.1	–	0.0
Official travel	2 589.5	2 434.4	155.1	2 508.3	2 353.2	–	(81.2)
Facilities and infrastructure	23 453.4	17 196.7	6 256.7	13 680.5	7 423.8	1 860.0	(9 772.9)
Ground transportation	2 296.7	1 751.9	544.8	1 370.8	826.0	0.0	(925.9)
Air transportation	25 604.5	25 543.8	60.7	18 448.7	18 388.0	176.4	(7 155.8)
Communications	6 011.7	5 577.5	434.2	4 418.8	3 984.6	341.6	(1 592.9)
Information technology	2 471.6	2 124.3	347.3	1 875.6	1 528.3	53.5	(596.0)
Medical	1 686.3	1 187.7	498.6	803.2	304.6	–	(883.1)
Special equipment	–	–	–	5.9	5.9	–	5.9
Other supplies, services and equipment	16 434.6	16 076.6	358.0	16 239.6	15 881.6	235.2	(195.0)
Quick-impact projects	1 000.0	800.2	199.8	1 000.0	800.2	–	0.0
Total category III	**82 050.1**	**73 161.2**	**8 888.9**	**60 853.2**	**51 964.3**	**2 666.7**	**(21 196.9)**
Total requirements	**172 390.1**	**172 384.1**	**6.0**	**141 694.7**	**141 688.7**	**2 666.7**	**(30 695.4)**

[a] Net requirements after taking into account the estimated underexpenditures or overexpenditures for 2012.

A. Military and police personnel

($13,042,200)

	Appropriations 2012	*Estimated expenditures 2012*	*Variance 2012*	*Total requirements 2013*	*Net requirements 2013*	*Variance 2012-2013*
Military observers	1 151.5	913.7	237.8	509.1	271.3	(642.4)

310. The provision of $509,100 would provide for the deployment of five military advisers with respect to:

(a) Mission subsistence allowance, based on standard rates of $115 for the first 30 days in Baghdad, $106 for subsequent days, and $97 both for the first 30 days and for subsequent days for the rest of Iraq ($191,100);

(b) Emplacement travel and repatriation travel, estimated at $5,000 per round trip for an estimated five trips ($25,000);

(c) Clothing allowance, based on a standard rate of $200 per person per year, for five military advisers ($1,000);

(d) Death and disability compensation based on a standard rate applicable to military strength under 100 ($40,000);

(e) Logistics/life support services estimated using the daily rate for Baghdad ($148 for accommodation, meals and water) and Kirkuk ($41 for meals and water) ($252,000).

311. Decreased requirements for 2013 mainly reflect a decrease in the average number of military advisers deployed from 12 (against authorized strength of 13) in 2012 to 5 (against the authorized strength of 13) in 2013, as a result of the withdrawal of the United States Forces in Iraq and the outcome of the review of the security posture in Iraq which determined lower requirements. The authorized strength remains at 13 to allow for flexibility in meeting evolving operational needs.

312. Lower-than-projected expenditures for 2012 resulted mainly from the actual average deployment of 9 military advisers against the budgeted strength of 12, following the withdrawal of the United States Forces in Iraq. In addition, unspent balances were projected under death and disability, as no such payment was required during the period.

	Appropriations 2012	*Estimated expenditures 2012*	*Variance 2012*	*Total requirements 2013*	*Net requirements 2013*	*Variance 2012-2013*
Military contingents	21 727.0	15 487.6	6 239.4	12 014.1	5 774.7	(9 712.9)

313. The amount of $12,014,100 would provide for the deployment of average and authorized strength of 272 United Nations guard units with respect to:

(a) Standard troop cost reimbursement at the established standard rate of $1,028 per person month for all troops ($3,593,700);

(b) Emplacement travel and repatriation travel, estimated at $8,000 per round trip for 198 Fijian guards and $4,000 per round trip for 74 Nepalese guards ($1,880,000);

(c) Recreational leave allowance, based on a standard rate of $10.50 per day for 7 days, payable twice a year for 272 guard units ($40,000);

(d) Daily allowance, based on a standard rate of $1.28 per day for 99,280 person days ($120,700);

(e) Death and disability compensation based on a standard rate applicable to military strength between 101 and 1,000 ($108,800);

(f) Logistics/life support services estimated using the daily rate for Baghdad ($180 for accommodation, meals, midnight meals and water), Baghdad International Airport ($49 for meals, midnight meals and water) and Kirkuk ($49 for meals, midnight meals and water) ($6,266,700);

(g) Contingent-owned equipment for reimbursement for major equipment brought by the respective contingent on a wet lease basis, in line with the respective memorandum of understanding ($4,200).

314. Decreased requirements for 2013 are due mainly to the decrease in the average number of guards deployed. In 2012, the average number budgeted was 428 (450 guards at a delayed deployment rate of 5 per cent) and in 2013, it is proposed that the average be 272, with zero delayed deployment factor. The reduction is a result of the security posture revision that determined lower requirements following the troop to task review.

315. The anticipated unspent balances for 2012 are due to actual average deployment of 387 guards against the authorized strength of 428, owing to delayed deployment to Basra and Kirkuk. Savings were partially offset by the projected higher requirements under recreational leave and daily allowance due to the overlap in rotation of the Fiji contingent because of new visa requirements by the Government of Iraq, which was not anticipated.

	Appropriations 2012	*Estimated expenditures 2012*	*Variance 2012*	*Total requirements 2013*	*Net requirements 2013*	*Variance 2012-2013*
United Nations police	434.4	363.6	70.8	519.0	448.2	84.6

316. The provision of $519,000 would provide for the average deployment of five United Nations police advisers (authorized strength of six with 17 per cent vacancy factor) with respect to:

(a) Mission subsistence allowance, based on standard rates of $115 for the first 30 days in Baghdad and $106 for subsequent days ($194,000);

(b) Emplacement travel and repatriation travel, estimated at $3,000 per round trip for five United Nations police advisers ($15,000);

(c) Clothing allowance based on a standard rate of $200 per annum paid in two instalments ($1,000);

(d) Death and disability compensation based on a standard rate applicable to military strength below 100 ($40,000);

(e) Logistics/life support services estimated using the daily rate for Baghdad ($148 for accommodation, meals and water) ($269,000).

317. Increased requirements for 2013 are due mainly to a small increase in the average number of police advisers deployed. In 2013 it is estimated that five police advisers will be authorized and deployed compared to six authorized and four deployed in 2012, owing to the addition of Camp Hurriya in Baghdad International Airport. The addition of one police adviser is for the liaison and monitoring work necessitated by the relocation of Camp New Iraq (formerly Camp Ashraf) residents to Camp Hurriya in Baghdad.

318. Estimated unencumbered balances for 2012 are due mainly to the fact that there was no requirement for death and disability payment, combined with some savings under logistics and life support services due to delayed deployment of some police advisers to Baghdad. All four police advisers were budgeted to be based in Baghdad. However, as a result of the Mission's need for a United Nations police presence in Erbil, two police advisers were based in Erbil and were later redeployed to Baghdad International Airport. The cost of life logistics and life support services in Erbil was lower compared to the cost of rations at Baghdad International Airport.

B. Civilian personnel

($67,799,300)

	Appropriations 2012	*Estimated expenditures 2012*	*Variance 2012*	*Total requirements 2013*	*Net requirements 2013*	*Variance 2012-2013*
International staff	49 885.4	64 408.6	(14 523.2)	50 183.4	64 706.6	298.0

319. The amount of $50,183,400 would provide for salaries ($33,038,700), common staff costs ($11,822,500) and hazardous duty station allowance at the established monthly rate of $1,600 for eligible staff strength of 277 ($5,322,200). A vacancy rate of 10 per cent has been applied in calculating the cost estimates for 2013.

320. Decreased requirements for 2013 are mainly due to a reduction of 59 positions in staffing strength. The requirements for 2013 are for 398 international staff, with an estimated 10 per cent vacancy rate. This translates to an average strength of 358 staff compared to an average strength of 367 in 2012 (459 authorized with a 20 per cent vacancy rate), partially offset by an increase in the danger pay (previously known as hardship duty station allowance) from $1,365 to $1,600 per month for the eligible duty stations in Iraq. The lower vacancy rate of 10 per cent, compared to 20 per cent for 2012, is estimated based on an increased incumbency rate due to an improved security posture.

321. The higher-than-budgeted projected expenditures for 2012 are attributable mainly to lower-than-budgeted vacancy rates (the projected vacancy rate for 2012 is 13 per cent, compared to the budgeted 20 per cent); higher-than-budgeted post adjustment (actual average is 49 per cent, compared to budgeted 45 per cent); and an increase in danger pay from the budgeted $1,365 to $1,600 at all eligible

locations in Iraq. In addition, projected higher requirements are due to the disbursement of non-family duty station hardship entitlements.

	Appr[illegible]	*Estimated expenditures 2012*	*Variance 2012*	*Total requirements 2013*	*Net requirements 2013*	*Variance 2012-2013*
National staff	17 141.7	18 049.4	(907.7)	17 615.9	18 523.6	474.2

322. The amount of $17,615,900 would provide for salaries ($13,101,600) and common staff costs ($3,145,400) for a staffing complement of 555 national staff (90 National Professional Officers and 465 Local level); hazardous duty allowance for 72 National Professional Officers and 240 Local level staff at a rate of $440 per month ($1,328,900); and estimated overtime charges ($40,000). A vacancy rate of 17 and 20 per cent has been applied to National Professional Officers and Local level staff, respectively, in calculating the cost estimates for 2013.

323. Decreased requirements for 2013 are mainly due to a reduction in national staff by 27 positions. The budget for 2012 was based on the staffing strength of 99 National Professional Officers and 532 Local level staff for the first half of 2012, and 98 National Professional Officers and 484 Local level staff for the second half of 2012. For 2013, a staffing strength of 90 National Professional Officers and 465 Local level staff is projected. Lower costs arising from reduced staff strength are offset by the vacancy rate utilized for 2013 estimates; a higher grade level being used to calculate the estimates based on actual local staff costs being higher than the budgeted level for 2012; and increased hazard pay for 2013 of $440, compared to $404 for 2012.

324. The higher-than-budgeted expenditures for 2012 are attributable mainly to a lower vacancy rate for National Professional Officers (the projected vacancy rate for National Professional Officers in 2012 is 17 per cent, compared to the authorized 35 per cent), due to the Mission's increased presence in Iraq allowing more Iraqis to return and be employed.

C. Operational costs

($60,853,200)

	Appropriations 2012	*Estimated expenditures 2012*	*Variance 2012*	*Total requirements 2013*	*Net requirements 2013*	*Variance 2012-2013*
Consultants and experts	501.8	468.1	33.7	501.8	469.8	–

325. The amount of $501,800 would provide for consultancy services for: (a) research and analysis on integrated priority areas to promote socioeconomic development planning (1 international consultant for 4 months) ($45,000); (b) environmental resource planning, policy development and training to promote resource management and prevent resource-based conflict (1 international consultant for 4 months) ($45,000); (c) national coexistence — mediation engagement support (1 international consultant for 4 months) ($42,000); (d) national coexistence —

mediation-related analysis (1 international consultant for 3 months) ($33,000); (e) national coexistence — property claims (1 international consultant for 4 months) ($42,000); (f) national coexistence — demographic related issues (1 international consultant for 3 months) ($33,000); (g) national coexistence — administrative power-sharing (1 international consultant for 4 months) ($42,000); (h) national coexistence — minorities (1 international consultant for 3 months) ($36,000); (i) constitutional/legal engagement — hydrocarbon legislation (1 international consultant for 1 month) ($21,000); and (j) constitutional/legal engagement — federation council (1 international consultant for 2 months) ($24,000). In addition, provision is made for consultants for training activities in substantive, administrative and security areas ($138,800).

326. The anticipated unspent balances for 2012 are mainly due to delayed Mission activities which lead to non-utilization of some budgeted consultancies.

	Appropriations 2012	*Estimated expenditures 2012*	*Variance 2012*	*Total requirements 2013*	*Net requirements 2013*	*Variance 2012-2013*
Official travel	2 589.5	2 434.4	155.1	2 508.3	2 353.2	(81.2)

327. The amount of $2,508,300 would provide for the travel needs (airfare, daily subsistence allowance and terminal expenses) of: the Special Representative of the Secretary-General to participate in meetings and consultations in New York, Europe and Middle East capitals ($120,000); the Office of the Chief of Staff ($122,100); the Deputy Special Representative of the Secretary-General (Political) ($135,000); Electoral Assistance staff ($33,300); staff from the Office of Political Affairs ($85,400); the Deputy Special Representative of the Secretary-General (Humanitarian) ($97,100); the Office of the Chief of Mission Support ($63,400); the Office of Chief of Administrative Services ($42,900); the Office of the Chief of Technical Services ($114,400); and within-mission travel for staff travelling to Iraq, Kuwait, Amman, the Islamic Republic of Iran and Basra ($1,052,600).

328. There is also a provision ($642,100) for travel to the United Nations Logistics Base at Brindisi, Italy, or other training locations for training courses in all administrative areas and certain substantive areas (e.g., mediation, humanitarian affairs, human rights).

329. Decreased requirements for 2013 are mainly due to lower requirements for training travel, as in-house — rather than external — training is envisaged where necessary.

330. The overexpenditures for 2012 reflect the higher-than-anticipated travel of staff within the mission area. Staff travel from Kuwait into Iraq, and within duty stations in Iraq was higher than anticipated, which is partially offset by lower-than-estimated expenditures for training travel as in-house and online training were provided, where possible.

	Appropriations 2012	*Estimated expenditures 2012*	*Variance 2012*	*Total requirements 2013*	*Net requirements 2013*	*Variance 2012-2013*
Facilities and infrastructure	23 453.4	17 196.7	6 256.7	13 680.5	7 423.8	(9 772.9)

331. The amount of $13,680,500 would provide for facilities and infrastructure, including:

(a) Acquisition of miscellaneous facilities and infrastructure ($13,800);

(b) Acquisition of electrical equipment ($34,500);

(c) Acquisition of refrigeration equipment — 10 refrigerators and 2 freezers ($10,400);

(d) Acquisition of generators — replacement of two 500 KVA generators ($161,500);

(e) Acquisition of water and septic tanks — three water tanks ($34,500);

(f) Replacement accommodation equipment due to normal wear and tear ($390,600);

(g) Replacement of office furniture due to normal wear and tear ($156,100);

(h) Acquisition of office equipment, such as photocopiers, shredders and projectors for the Kirkuk compound and the Diwan compound in Baghdad, combined with the replacement of equipment for other mission locations ($172,300);

(i) Acquisition of security and safety equipment, such as megaphones, metal detectors, vehicle inspection mirrors, X-ray machines, personal security detail standard equipment, low-profile body armour, vehicle mounted video recorder, lockable weapon container, weapon armoury for Kirkuk and Baghdad and replacement of ammunitions, cleaning kits for pistols, defibrillators, spare parts for weapon maintenance ($825,300);

(j) Acquisition of firefighting equipment, such as fire safety equipment for the Kirkuk building ($241,500);

(k) Rental of premises in Amman, Tehran, Basra and Mission-wide conference facilities ($579,000);

(l) Utilities, such as water and electricity ($659,800);

(m) Various maintenance services for plumbing, electrical, air-conditioning and heating systems, generators, water testing and water-purification systems, vehicle crash barrier systems, wastewater and water supply management systems, preventive maintenance and corrective services, facilities maintenance and corrective services ($4,250,100);

(n) Security services and personnel, including for 37 guards (34 guards and 3 supervisors) at a projected annual rate of $288,600 for Kuwait, 30 guards (26 guards and 4 supervisors) at a projected annual rate of $199,800 for Erbil ($488,400);

(o) Alteration and renovation of UNAMI facilities: (i) in Green Zone Baghdad, which will require changing, reducing and removing the concrete barriers, the checkpoints; (ii) Erbil as the regional office is required to move the t-walls and stall the parameter boundary which matches the surrounding neighbourhood and buildings at the request of the Kurdistan Regional Government; and (iii) Kirkuk, due to alteration of offices based on changing demand for space ($945,000);

(p) Construction services, including construction work, such as a fuel dispenser pit in Baghdad, a vehicle service pit for the armoured buses in the Transport workshop in Baghdad to meet operational and security requirements, floor pavement/ walkway expansion at Baghdad International Airport, supply and installation of t-walls for Kirkuk and Baghdad International Airport, and construction of additional sun shades in Baghdad, Baghdad International Airport and Kirkuk, due to the increase in the number of electronic countermeasures installed in vehicles at those locations ($300,000);

(q) Stationery and office supplies based on a monthly rate of $25 per person for 807 staff ($242,100);

(r) Spare parts and supplies for air conditioners, vehicle crash barrier systems and wastewater and water supply treatment systems ($424,400);

(s) Maintenance supplies, such as electrical, building, carpentry and plumbing materials and paint, varnishes, chemicals and other preservation materials ($210,000);

(t) Field defence supplies, including camouflage netting to cover security post/checkpoints and observation towers; sand and sand bags to provide shield at security establishments, metal profile for miscellaneous security enhancement; parts for vehicle crash barriers required for its smooth operation ($155,300);

(u) Generator fuel for an estimated consumption of 3,693,000 litres at an average of $0.80 per litre, including 10 per cent for lubricants ($3,250,300);

(v) Sanitation and cleaning materials ($135,600).

332. Lower requirements for 2013 are mainly due to the completion of the renovation works at the Baghdad International Airport and Kirkuk compounds, reduced security services, as the provisions for security guards budgeted for Amman office and canine explosive detection teams for all Mission locations are no longer included in 2013; lower fuel requirements, owing to the closure of the provincial reconstruction team compound in Basra and lower requirements for field defence supplies, such as t-walls.

333. The lower-than-budgeted expenditure in 2012 mainly reflects the non-acquisition of a refrigerated container, firefighting equipment and field defence supplies for the Basra office as the Basra compound will be closed in 2013; lower rental of office premises, due to the usage of the provincial reconstruction team facility in Basra, instead of moving into rented accommodation in the city as had been budgeted for 2012 (it is envisaged that the provincial reconstruction team compound will be closed in 2013 and UNAMI is to co-locate with the United Nations country team in a hotel in the city); and lower costs in alteration and renovation of the Basra facility, due to the closure of the provincial reconstruction team compound in 2013.

	Appropriations 2012	*Estimated expenditures 2012*	*Variance 2012*	*Total requirements 2013*	*Net requirements 2013*	*Variance 2012-2013*
Ground transportation	2 296.7	1 751.9	544.8	1 370.8	826.0	(925.9)

334. The amount of $1,370,800 would provide for:

(a) Vehicle workshop equipment for existing hubs ($59,200);

(b) The rental cost of cranes and recovery trucks, heavy forklifts and trucks ($120,000);

(c) Repair and maintenance services for vehicles ($286,500);

(d) Liability insurance requirements in the amount of $205,800 for 359 vehicles at the rate of $13.80 per month and 12 pieces of mobile equipment at $4.20 per month (worldwide insurance) ($60,200) and 371 vehicles at a rate of $32.70 (local insurance) ($145,600);

(e) Spare parts and supplies for vehicles in Baghdad, Erbil and Kuwait and the replacement of armoured glass for vehicles stationed in iraq ($277,800);

(f) Petrol and diesel for an estimated 505,000 litres at an average cost of $0.759 per litre, including an additional 10 per cent for oil and lubricants ($421,500).

335. The overall decrease in requirements for 2013 is mainly attributable to the discontinuation of non-recurrent requirements included in the 2012 budget for the acquisition of vehicles and a lower requirement for workshop equipment, as the majority of requirements was met from the 2012 budget. This is partially offset by higher estimates under rental of vehicles, due to the additional requirements for a crane and for material handling equipment. Owing to the need to reconfigure and reposition t-walls, Jersey barriers, t-barriers, etc., within the UNAMI compounds in Erbil and Baghdad, there is an increased requirement for material handling equipment.

336. The anticipated underexpenditures for 2012 are owing to the acquisition of a lesser number of armoured vehicles than budgeted. Acquisition of five special armoured vehicles, one minibus, one 15-ton forklift, one light forklift and one utility vehicle will not be effected in 2012, as these vehicles are no longer required, owing to the downsizing of the Amman office in 2012 and the change in the concept of operations in Basra. However, two armoured ambulances were required for Baghdad and Baghdad International Airport, which partially offset the savings from the non-acquisition of aforementioned vehicles. In addition, there are lower requirements under vehicle insurance, owing to a lesser number of vehicles in Amman than estimated. As a result of the downsizing of the Amman office in 2012, most vehicles have been redeployed to other UNAMI locations, which resulted in some unspent balances, since the budgeted insurance cost was higher for the Amman office than for other UNAMI locations. The Mission's vehicle fleet received 44 new vehicles between June 2011 and May 2012 and, in that same period, 35 vehicles were written off. As the new vehicles require much less maintenance than estimated, lower expenditure is projected under maintenance costs.

	Appropriations 2012	*Estimated expenditures 2012*	*Variance 2012*	*Total requirements 2013*	*Net requirements 2013*	*Variance 2012-2013*
Air transportation	25 604.5	25 543.8	60.7	18 448.7	18 388.0	(7 155.8)

337. The amount of $18,448,700 would provide for:

(a) The acquisition of 12 airport containers and 550 flares for rotary-wing aircraft, and baggage handling service at Baghdad International Airport ($176,400);

(b) Navigation charges ($12,000);

(c) Landing fees and ground handling charges ($421,800);

(d) Aircrew subsistence allowance ($11,400);

(e) Fuel requirements for fixed-wing and rotary-wing aircraft for an estimated consumption of 1,649,492 litres at $1.30 per litre ($2,144,300);

(f) Liability insurance for one fixed-wing aircraft and two helicopters ($28,100).

338. The amount would also cover the annual rental and operating costs of one fixed-wing aircraft/Learjet ($5,584,000) for guaranteed fleet costs and usage estimated at $454 per flight hours for a total of 1,600 flight hours, as well as for rental and operating costs of two commercially contracted helicopters for guaranteed fleet costs and usage at $4,250 per flight hour for a total of 30 hours for the existing two helicopters, the contract for which will expire in early 2013, and at $4,000 per flight hours for a total of 500 hours for the two new helicopters to be secured under a new contract, including positioning and painting of new helicopters and depositioning of existing helicopters ($10,070,700).

339. Decreased requirements for 2013 are owing to the reduction in the flying hours from 2,000 to 1,600 for fixed-wing aircraft to reflect the actual contract as budgeted, and also to the reconfiguration of rotary-wing aircraft to the use of larger rotary-wing aircraft than those utilized in 2012. The use of larger rotary-wing aircraft will enable the Mission to lower the usage of fixed-wing aircraft to regional locations. In addition, the Mission no longer needs to include the provision for the Civil Aircraft Missile Protection System, as a result of the security posture review, which reflected a diminished threat of surface-to-air missile attacks. The provision of the protection system had increased the budget for the rental of rotary-wing aircraft for 2012. In addition, the requirement for the number of security flares decreased from 2,000 in 2012 to 550 in 2013. Reduced requirements are partially offset by the higher requirement for aviation fuel due to an increase in the price of fuel from $1.05 in 2012 to $1.30 per litre in 2013 and a higher consumption per flight hour for the rotary-wing aircraft, which is a larger aircraft than that used in 2012.

340. The anticipated unencumbered balances for 2012 are due to the lower usage of flares on the rotary-wing and fixed-wing aircraft as a result of the diminished threat of surface-to-air missiles.

	Appropriations 2012	Estimated expenditures 2012	Variance 2012	Total requirements 2013	Net requirements 2013	Variance 2012-2013
Communications	6 011.7	55.5	434.2	4 418.8	3 984.6	(1 592.9)

341. The amount of $4,418,800 would provide for:

(a) The replacement and acquisition of communications equipment for 100 IP telephones, notch filters, vehicle tracking system equipment and antenna mast for the telecommunication towers at the Baghdad International Airport to increase radio coverage ($341,600);

(b) Commercial communications charges, telefax fees, satellite telephone charges, Internet connectivity charges, a satellite transponder lease, lines to the United Nations Logistics Base at Brindisi, Italy, connectivity to Valencia, Spain, and a vehicle tracking system ($2,909,600);

(c) Communications support services, Cisco advance services, local technician services, fibre cabling/networking services, Motorola advance services and videoconferencing charges and wired and wireless charges at $25 per year per internal (1,000 wired and wireless) telephone extension (for global PABX and Cisco support) as per the budget guideline for 2013/2014 of the Information and Communications Technology Division of the Department of Field Support ($747,300); and communications spare parts and consumables ($291,000);

(d) Public information services (the production of promotional materials, public outreach events and advertisement for a video competition) ($129,300).

342. Decreased requirements for 2013 are mainly due to the reduction in transponder costs as a result of increasing the reliance on commercial bandwidth providers that offer more bandwidth and more cost-effective service than the United Nations satellite transponder which was the major transponder provider in the past for reasons of reliability. In addition, there were lower requirements under communications equipment, owing to the provision for the overhaul of the analogue telephony system started in 2012 and due to be completed in 2013 by replacing the analogue phones in Baghdad with Cisco VoIP telephones for which the provision made in 2012 is no longer required for the 2013 estimate.

343. The anticipated unencumbered balances for 2012 result from the lower cost for satellite transponder lease and Internet services for Baghdad and Erbil, and also from telephone services as a result of recoveries from staff members combined with lower projected costs for video teleconferencing services and antenna masts services. There are also lower projected costs under public information services, owing to non-implementation of electoral sensitization programme.

	Appropriations 2012	Estimated expenditures 2012	Variance 2012	Total requirements 2013	Net requirements 2013	Variance 2012-2013
Information technology	2 471.6	2 124.3	347.3	1 875.6	1 528.3	(596.0)

344. The amount of $1,875,600 would provide for:

(a) Replacement of thin-client computers, digital senders, media server, storage servers, low-end servers, network routers, wireless access points, network adapters, network concentrator, Cisco connectors, firewalls, and miscellaneous equipment ($482,500);

(b) Renewal of licences for the existing software ($495,500);

(c) Centralized information technology support and data storage ($305,200);

(d) Software licences and fees based on a yearly fee of $310 per workstation for 942 laptop and desktop computers ($292,000);

(e) The cost of information technology spare parts and consumables ($300,400).

345. Decreased requirements for 2013 are due mainly to the reduced need for acquisitions and replacements for equipment reaching the end of its useful life in 2013 compared to 2012, combined with a lower requirement for information technology services, owing to the reduction of staff leading to lower number of computers and accounts to be maintained and budgeted for.

346. The anticipated unencumbered balances for 2012 reflect the lower-than-estimated cost for information technology equipment, such as servers (low-end), network switches (low capacity), network switches (8-24 port), network routers, and SAN modular smart arrays, combined with lower requirements under information technology services than budgeted for centralized information technology services, owing to a lower quantity of desktop computers as a result of write-offs.

	Appropriations 2012	*Estimated expenditures 2012*	*Variance 2012*	*Total requirements 2013*	*Net requirements 2013*	*Variance 2012-2013*
Medical	1 686.3	1 187.7	498.6	803.2	304.6	(883.1)

347. The amount of $803,200 would provide for: the acquisition of miscellaneous medical equipment for medical clinics in Kirkuk and Basra, such as trauma kits, hospital beds, emergency ventilators, emergency room crash carts, emergency room stretchers, defibrillators, oxygen refilling units, syringe and needle burners ($55,700); the provision of medical services, including air ambulance service ($286,500); the acquisition of drugs and medical consumables ($457,700); and the reimbursement of contingent-owned equipment as per standard rates ($3,300).

348. The decrease in requirements for 2013 relates to the fact that all major one-time requirements and some drugs and consumables for the establishment of two new level I clinics in Basra and Kirkuk were budgeted for and purchased in 2012 and thus no longer required for the estimates for 2013.

349. The anticipated unencumbered balances for 2012 are mainly due to lower-than-budgeted requirements for the level I starter set in Basra, combined with a lower requirement for drugs and consumables for the Basra clinic.

	Appropriations 2012	Estimated expenditures 2012	Variance 2012	Total requirements 2013	Net requirements 2013	Variance 2012-2013
Special equipment	0.0	0.0	0.0	5.9	5.9	5.9

350. The amount of $5,900 would provide for the replacement of binoculars.

	Appropriations 2012	Estimated expenditures 2012	Variance 2012	Total requirements 2013	Net requirements 2013	Variance 2012-2013
Other supplies, services and equipment	16 434.6	16 076.6	358.0	16 239.6	15 881.6	(195.0)

351. The amount of $16,239,600 would provide for:

(a) Fitness equipment for the Baghdad International Airport, Tamimi and the D-2 compounds in Erbil and Kirkuk ($257,600);

(b) Welfare costs for 272 United Nations Guard Units and 5 military advisers at $6.50 per person per month ($21,600);

(c) Subscription to local newspapers in Kuwait, Amman, Baghdad, and Erbil, as well as the online subscription to various news agencies and satellite cards ($150,000);

(d) Uniforms for 67 security personnel at $550 per person, 50 personal security detail personnel at $253 per person and accoutrements for 5 military observers and 277 United Nations Guard Units and military advisers at $40 per person payable every six months, plus related freight ($139,300);

(e) Personal protective gear, including body armour ($78,900);

(f) Training supplies for various in-house training security awareness induction training, security-related training, technical and administrative training courses in aviation, information technology, procurement, engineering, transport and human resources and training in substantive areas, such as international humanitarian law and policies, human rights, protection of civilians, team-building and planning, advocacy and investigating, monitoring and reporting human rights violations ($1,452,700);

352. The amount would also cover hospitality ($50,000); general insurance ($50,000); bank charges ($60,000); miscellaneous claims ($8,900); freight-related costs ($862,900); and other services, such as cleaning and janitorial services ($1,042,000), the maintenance of fitness equipment ($55,000), laundry services ($252,000), sewage services ($156,000), garbage collection ($206,000) and courier services ($72,000).

353. In addition, it would provide for logistical and life support services and items for civilian personnel at the daily rate of $128 (accommodation, meals and water) for international staff at the Diwan compound in Baghdad, $12 (meals and water) for national staff at the Diwan compound in Baghdad, $41 (3 meals and water) for international staff and crew at Baghdad International Airport, $15 (1 meal and water) for national staff at Baghdad International Airport, $42 (3 meals and water)

for international staff in Erbil, $18 (1 meal and water) for national staff in Erbil, $182 (accommodation, 3 meals and water) for international staff in Basra, $15 (1 meal and water) for national staff in Basra, $41 (3 meals and water) for international staff in Kirkuk and $15 (1 meal and water) for national staff ($11,324,700).

354. Decreased requirements for 2013 are due mainly to the lower estimates for rations and other services, such as laundry, garbage collection, sewage services, cleaning services arising out of the closure of the provincial reconstruction team compound in Basra and reduced printing cost due to lower requirement for printing combined with consolidation of the requirement of the Public Information Office under facilities and infrastructure. Aforementioned lower requirements were partially offset by higher requirements under protection gears, due to the need to replace the Mission's helmets and body armour and increased requirements for gym equipment within the Mission, owing to the need to fully equip the recreation facilities at the hubs that were previously underequipped.

355. The estimated unencumbered balances for 2012 are due mainly to projected lower expenditures under rations; the actual contractual rates were lower than those used in the budget. Projected unencumbered balances are partially offset by the projected higher requirements, due to higher costs than estimated for the establishment of long-term contracts for maintenance, cleaning, septic tank and garbage collection services for UNAMI locations within Iraq, combined with higher-than-budgeted requirements for personal protection gear, owing to the requirement for body armour.

	Appropriations 2012	*Estimated expenditures 2012*	*Variance 2012*	*Total requirements 2013*	*Net requirements 2013*	*Variance 2012-2013*
Quick-impact projects	1 000.0	800.2	199.8	1 000.0	800.2	0.0

356. The amount of $1,000,000 would provide for 40 quick-impact projects, as follows:

(a) Twelve on conflict mitigation and protection initiatives ($300,000);

(b) Twelve on environmental awareness-raising initiatives ($300,000);

(c) Ten on social integration initiatives ($250,000);

(d) Six on essential services initiatives ($150,000).

357. Each project, estimated at $25,000, is expected to be implemented at the community level and to the degree possible through local NGOs, national institutions or contractors.

358. For 2011, a total of $646,000 was spent, resulting in a 66 per cent implementation rate, while a total of $800,000 is projected to be spent in 2012, resulting in an 80 per cent implementation rate. The lower implementation (80 per cent of the planned amount) of quick-impact projects in 2012 resulted from the following major challenges faced by the Mission:

(a) Language and translation: most project proposals were submitted in Kurdish/Arabic, which required translation and support in communications with non-English-speaking organizations by international staff, which caused delays in review of project proposals. Although the Mission has existing resources, these are mainly used for the translation of official correspondence, press releases, media advisories, speeches, and for interpretation in official meetings.

(b) Implementation partners: in 2011, NGOs were invited to submit project proposals, as it was not clear whether the Mission's substantive sections or United Nations agencies could directly implement projects using quick-impact project funding. Given the challenge of implementing quick-impact projects through national partners, in 2012, the Quick-Impact Projects Committee, in consultation with the Office of the Chief of Mission Support, agreed to expand implementation of such projects to a wider range of implementing partners, and invited the Mission's substantive sections and the United Nations country team to apply for quick-impact projects funding to implement small-scale projects.

(c) Banking system: delays were caused by the insufficient provision of banking or beneficiary details by implementing partners or the absence of banking accounts and the need for additional supporting documentation.

359. To minimize the challenges and mitigate the timing issue faced in 2011 and 2012, the Quick-Impact Projects Committee agreed that the UNAMI substantive sections would actively engage in identifying and proposing projects with new initiatives, including advertisement of quick-impact projects through UNAMI/United Nations country team broadcasts and communication of the quick-impact project concept to UNAMI heads of offices and field staff, United Nations agencies, other international organizations, NGOs and local organizations to broaden implementing partners base. Furthermore, quick-impact projects will be translated, if received in Arabic, and circulated to the Project Review and Approval Committee members for an accelerated two-week review and approval period geared towards expediting the approval process.

V. Status of the planned renovation project for an integrated headquarters compound in Baghdad

360. On 7 July 2011, the Government of Iraq officially confirmed the allocation of the D-2 compound to be used as the integrated United Nations headquarters in Iraq. Located adjacent to the Diwan compound in the international zone, receipt of this estate provided a cost-efficient option for the establishment of required accommodation and offices for the expanded presence of the United Nations in the country, which brought to a close the unsuccessful plans to construct a new compound. During a visit by the then Under-Secretary-General for Political Affairs to Iraq in June 2011, the Prime Minister of the Government of Iraq agreed that the $50 million allocated by the Republic of Iraq to the trust fund established in support of the construction of the United Nations integrated compound in Baghdad be redirected for use for required renovations and additional construction in the acquired Diwan/D-2 compound.

361. In June 2011, in preparation for the takeover of the D-2 compound, UNAMI drafted an outline of the projects required for upgrading the integrated compound's

existing infrastructures: renovation of existing office buildings, a dining facility and auditorium, water treatment and sewage treatment plants, a workshop, a fuel station, security gates, overhead protection and blast walls, as well as construction of three hotel-style medium-rise apartment buildings as additional accommodation, a cost-efficient measure to host all staff within one complex and thereby enabling UNAMI to give up the high-cost rental obligations at the Tamimi compound. The original budget estimate for these projects amounted to approximately $41 million.

362. In March 2012, a critical review of the project portfolio, especially the security-related projects, revealed that overhead protection and blast wall protection were no longer required and were subsequently dropped from the project portfolio.

363. Considering the closure and office reductions in Amman, the aforementioned review identified additional office space requirements, owing to the increasing presence of international and national staff of both UNAMI and the United Nations country team in Baghdad. Further assessment found that the existing office buildings in Diwan/D-2 would be insufficient to accommodate the present and anticipated increase, and therefore an additional three-storey office building was incorporated into the project portfolio.

364. In June 2012, the revised portfolio encompassing the upgrading of security and fire safety systems, water-treatment and sewage systems, renovation of existing office buildings, and construction of additional accommodation, offices, and vehicle maintenance facilities, with a value of approximately $34.6 million, was presented and discussed with a technical committee established under the Ministry of Foreign Affairs.

365. In September 2012, following a number of consultations, the final project portfolio was submitted by the technical committee of the Ministry of Foreign Affairs with its report and recommendations for approval by the Government of Iraq. It is expected that this approval will be granted, allowing the detailed project documents to be developed and the construction works to commence in early 2013.

366. Owing to the changed scope of the project from construction of a new integrated compound on vacant land, to renovation of existing facilities, donors to the trust fund will be contacted and presented with revised terms of reference reflecting the change in the use of the allocated funds for their consideration. It is anticipated that the terms of reference will be endorsed and amended during 2012, which would pave the way for construction/renovation to commence in the first half of 2013.

Annex I

Summary of follow-up action taken to implement relevant recommendations of internal and external oversight bodies and the Advisory Committee on Administrative and Budgetary Questions

Brief description of the recommendation	*Action taken to implement the recommendation*
Report of the Advisory Committee on Administrative and Budgetary Questions on estimates in respect of special political missions, good offices and other political initiatives authorized by the General Assembly and/or the Security Council	
(A/66/7/Add.12)	
In light of the persistently high vacancy rates at the Mission, the Advisory Committee is of the view that UNAMI should make further efforts to review its staffing requirements in order to determine the continued need for those positions that have been vacant for an extended period. The results of such a review should be reflected in the context of the next budget submission (para. 224).	As part of the Mission-wide review, the Mission reviewed its staffing requirements. With due regard for the realignment of programmatic activities, this exercise resulted in a reduction of 86 positions. In addition, 22 international staff positions have been proposed for nationalization. Of the 86 positions to be abolished, 40 were vacant as at August 2012. The abolition of these positions impacts the projected vacancy rate for 2013. In addition, UNAMI has experienced a significant drop in vacancy rates in 2012. As such, the proposed budgeted vacancy rates for 2013 are significantly lower than the rates utilized for the 2012 budget. The vacancy rates have changed as follows: • International staff: budgeted 2012 (20 per cent); projected 2012 (13 per cent); and proposed 2013 (10 per cent) • National Professional Staff: budgeted 2012 (35 per cent); projected 2012 (17 per cent); proposed 2013 (17 per cent) • Local level staff: budgeted 2012 (20 per cent); projected 2012 (21 per cent); proposed 2013 (20 per cent).
The Advisory Committee notes that a number of redeployments are proposed, including the "retitling" of some positions to be redeployed. For example, it is proposed that the position of Principal Security Adviser (D-1) in the Office of the Special Representative be redeployed and renamed Deputy Chief of Staff (Legal, D-1). The positions within the Security Section proposed for renaming and relocation are listed in paragraph 151 of the report of the Secretary-General.	Noted.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Advisory Committee notes that these proposals entail changes of functions. Regarding the proposed Deputy Chief of Staff (Legal), the Committee notes from paragraph 52 of the report of the Secretary-General that this function is, in fact, the chief of the legal service of the Mission, rather than the Deputy Chief of Staff. While the Advisory Committee has no objection to the proposals of the Secretary-General, it continues to hold the view that positions that are no longer required should be abolished and that new positions should be fully justified. The Committee recalls its observation that there is a lack of clarity and consistency among some missions with respect to the nomenclature and organizational arrangements for the functions of the deputy to the head of mission and the chief of staff. The Committee reiterates its view that there is a need to apply a consistent nomenclature and organizational arrangements, and to define clearly the functions of the above-mentioned positions (para. 225).	
The Advisory Committee further notes from table 3 in the report of the Secretary-General (A/66/354/Add.5) that the UNAMI staffing requirements include 5 positions (2 P-3 and 3 P-4) at Headquarters in New York. The Committee was informed upon enquiry that the positions at Headquarters were funded from the UNAMI budget in order to provide operational and substantive support to the Mission (4 positions within the Department of Political Affairs and 1 position within the Department of Safety and Security). It was indicated that given the size of the Mission and the relatively unique challenges it continued to face, these positions had provided dedicated backstopping support to the Mission and a coordination link with Headquarters, which would otherwise not have been possible with the available resources in the two departments concerned. The Advisory Committee is of the view that the current arrangement should be kept under constant review, taking into consideration the situation in the Mission area (para. 226).	The UNAMI staffing requirements at New York Headquarters have been reviewed by UNAMI, the Department of Political Affairs and the Department of Safety and Security for 2013. It was determined that the role of these positions to provide the necessary dedicated backstopping support to the Mission, and the needed critical coordination link to headquarters, is still a requirement.
The Advisory Committee sought clarification as to why the Mission would require higher provisions for rental and renovation of rented accommodation in 2012 instead of building its own compounds as originally planned in 2011. The Committee was informed that the Mission had opted to stay in premises provided by the Government of Iraq free of charge, except that it had to cover the running costs	UNAMI office and staff accommodation requirements in Iraq derive from the strategic planning adopted by the Mission, given the need to achieve the mandate and within the financial and political constraints that the Mission faces from time to time. In 2013, in Basra, the Mission will be co-located with the United Nations country team in a hotel-type accommodation to cater for the remaining international staff after the closure of

Brief description of the recommendation	*Action taken to implement the recommendation*
associated with maintenance. In Kirkuk, the Mission was provided premises by the Government for its temporary use until a suitable location could be identified. In Basra, similar arrangements were anticipated, whereby UNAMI would receive and use a compound from the Government upon the withdrawal of the United States Forces by 1 December 2011, until the Mission could identify a suitable location. The Advisory Committee notes that the changes made to the planned construction and renovation in Kirkuk and Basra for 2011 are not explained in the budget document. It is therefore not clear to the Committee as to what factors contributed to the changes in 2011 and to the proposed requirements for 2012. The Advisory Committee is of the view that such information should have been presented in the proposed budget of the Secretary-General for 2012 (para. 233). The Advisory Committee understands the prevailing challenging conditions in Iraq. It is nevertheless of the view that close monitoring and dedicated oversight is required for all construction and renovation projects, in order to ensure that resources allocated for the projects are utilized in an effective and efficient manner and that any changes to the planned projects are well prepared and justified. The Committee recommends that detailed information regarding the plan for UNAMI premises in Iraq, including Basra, Kirkuk and Baghdad, be provided directly to the General Assembly at the time of its consideration of the estimates in respect of special political missions (para. 234).	the provincial reconstruction team compound. This is cheaper and more adaptive to the changed posture in the governorate and the improved security situation. In Erbil, the Mission, together with the United Nations country team, will continue to stay in its own constructed compound that can accommodate 102 international staff and 10 United Nations Guard Units. In Kirkuk, after the completion of the renovation work in 2012, the Mission will be able to accommodate 30 international staff and 47 United Nations Guard Units. At Baghdad International Airport, after the completion of the construction work in 2012, the Mission will be able to accommodate 118 international staff and 60 United Nations Guard Units. In Baghdad (international zone), the Mission has accommodation in the Diwan/D-2 compound and at the Tamimi international accommodation facility. The Mission intends to construct additional accommodation facilities in the D-2 compound, utilizing the resources of the trust fund received for that purpose, which would eventually lead to the closure of the Tamimi Camp in the foreseeable future. Currently, the accommodation facilities have the capacity to accommodate 304 international staff and 153 United Nations Guard Units.
A provision of $1,000,000 is proposed for 40 quick-impact projects for 2012, at an estimated cost of $25,000 for each project, to be implemented at the community level and, to the degree possible, through local NGOs. The projects will focus on the following four thematic areas: (a) conflict mitigation and protection initiatives ($300,000 for 12 projects); (b) environmental awareness-raising initiatives ($100,000 for 4 projects); (c) social integration initiatives ($250,000 for 10 projects); and (d) essential services initiatives ($350,000 for 14 projects) (para. 237). The Advisory Committee notes from the proposed budget that during 2011 the Mission oversaw the disbursement of grants for 40 quick-impact projects,	UNAMI has revised the terms of reference for quick-impact projects to broaden the areas of intervention and attract the submission of high-quality projects through an expanded network of United Nations agencies, NGOs, civil society organizations and Government counterparts. Through strengthening of the quick-impact projects steering committee, UNAMI has enhanced monitoring and accountability mechanisms to ensure that projects are thoroughly screened and that approved projects are monitored through continuous dialogue with implementing partners and beneficiaries, including regular field visits. Through a network of Field Officers covering all 18 governorates, the Office of Development and

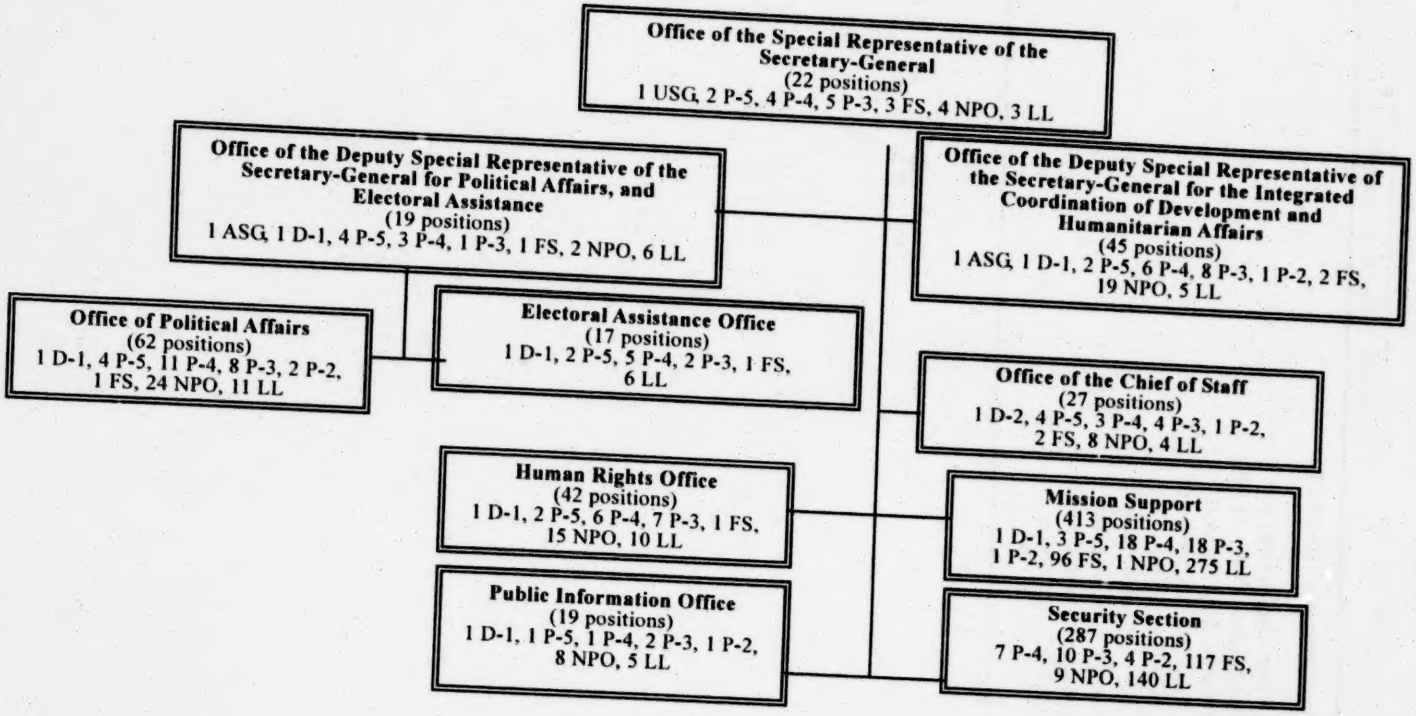
Brief description of the recommendation	*Action taken to implement the recommendation*
with the projected expenditure amounting to $1,000,000 (see A/66/354/Add.5, para. 346 and table above para. 346). The Committee also notes that UNAMI projects an overexpenditure of $50,000 over the approved budget of $950,000 for quick-impact projects for 2011. It also points out that the reported success in the implementation of quick-impact projects results from the fact that the Mission has adopted a different approach of disbursing grants, instead of reporting on actual expenditures related to each project. According to the Mission, the lesson learned from this experience is that, given the small amount available, the grants have a greater impact when utilized to support initiatives that are directed towards capacity gaps. The Advisory Committee is aware of the unique and challenging environment in which UNAMI operates. With regard to the approach taken by the Mission in implementing quick-impact projects, the Committee emphasizes that UNAMI should effectively monitor the implementation of the projects by its partners in order to ensure that the allocated resources are efficiently utilized and properly accounted for. The Committee also reiterates its view that quick-impact projects should be seen as short-term projects to be implemented in coordination with the longer-term development and humanitarian efforts undertaken by the United Nations country team and other competent entities (see also A/65/602, para. 216). The Committee has no objection to the proposed resource requirements for quick-impact projects for 2012 (para. 238).	Humanitarian Support has established the capacity to closely coordinate with development and humanitarian partners implementing quick-impact projects. This initiative includes regular progress meetings and monitoring through visits to project sites. The field staff of the Office of Development and Humanitarian Support provides regular monitoring and progress reports to the quick-impact projects steering committee in Baghdad with information on projects' achievements and recommendations, which enables the steering committee to take corrective actions as required, and ensures the efficient utilization and accounting of allocated resources. Quick-impact projects are identified and implemented to establish and promote cogent partnerships with government entities and civil society organizations to further the UNAMI mandate as reflected under Security Council resolution 2061 (2012), notably advocacy for human rights, gender affairs and promoting development and humanitarian/recovery issues. Reflecting the relationship with the longer-term development and humanitarian efforts, the quick-impact projects funds are managed through the oversight of the Deputy Special Representative of the Secretary-General, Resident Coordinator and Humanitarian Coordinator, and projects identified are congruous with the priority areas identified in the United Nations Development Assistance Framework. During the project approval process, the Quick-Impact Projects Review Committee applies these criteria to ensure that such projects are in conformity with mandated responsibilities and in support of the longer-term objectives of the United Nations country team. As an example, quick-impact projects often serve as a transitional tool from early recovery to development, and in this way, can act as a bridge for United Nations country team development activities.
Regarding the planned renovation of the integrated compound in Baghdad, the Advisory Committee was previously informed during its consideration of the proposed budget for UNAMI for 2011 that significant renovation would still be required for the consolidation of the two compounds, including some $9 million in 2011 and up to $41 million in 2012 (A/65/602, para. 220). In the view of the Advisory Committee, the Mission's proposed budget for 2012	Updated information is now included under section V of the report.

Brief description of the recommendation	*Action taken to implement the recommendation*
does not provide a clear and comprehensive plan with respect to the short- and long-term requirements for the renovation and the envisaged consolidation of the two compounds into an integrated United Nations compound in Baghdad. The Committee recommends that detailed information, including the scope of renovation and construction and the related resource requirements, be provided directly to the General Assembly at the time of its consideration of the estimates in respect of special political missions (para. 244).	

Annex II

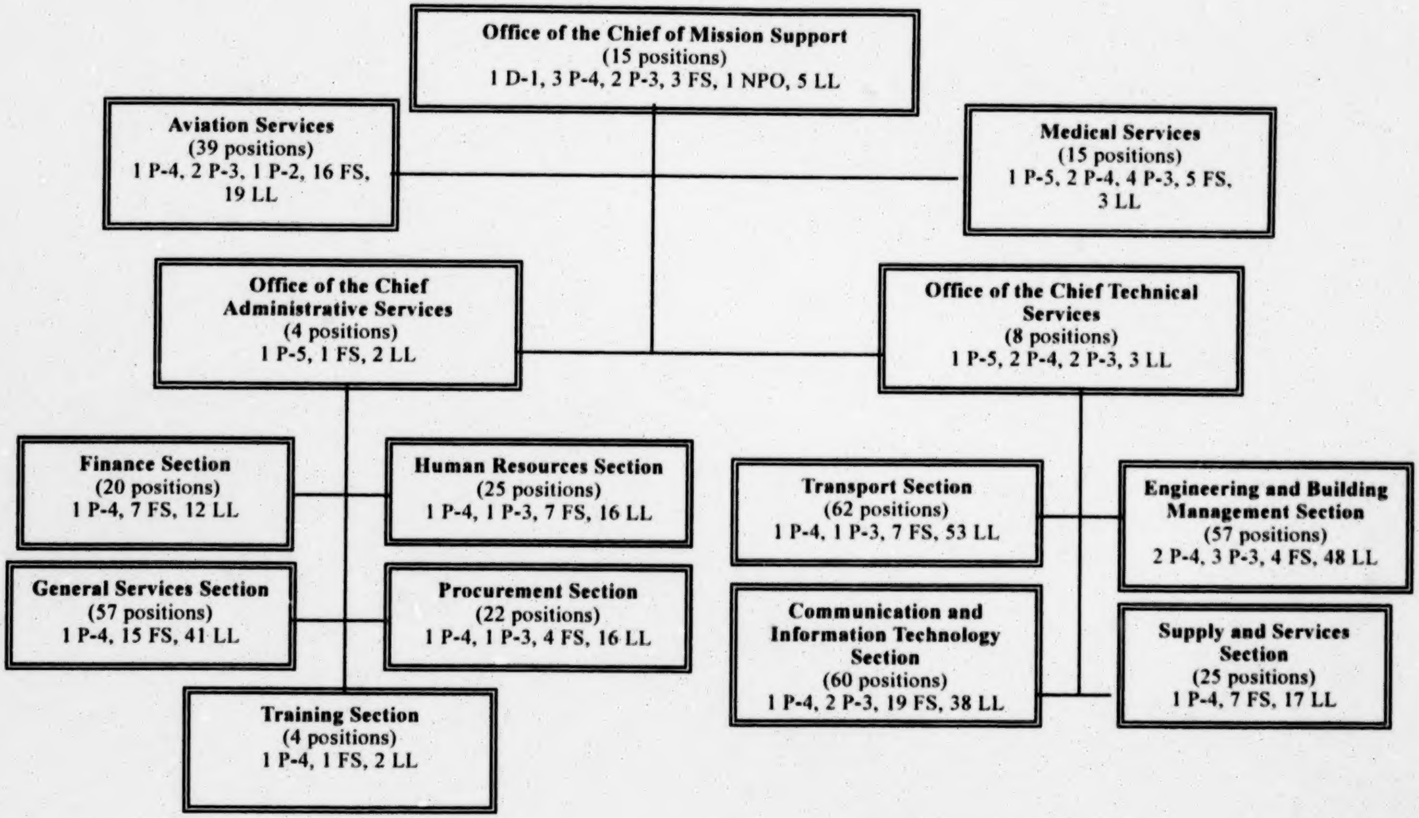
Organization charts for 2013

A. Substantive offices


Office of the Special Representative of the Secretary-General
(22 positions)
1 USG, 2 P-5, 4 P-4, 5 P-3, 3 FS, 4 NPO, 3 LL
Office of the Deputy Special Representative of the Secretary-General for Political Affairs, and Electoral Assistance
(19 positions)
1 ASG, 1 D-1, 4 P-5, 3 P-4, 1 P-3, 1 FS, 2 NPO, 6 LL
Office of the Deputy Special Representative of the Secretary-General for the Integrated Coordination of Development and Humanitarian Affairs
(45 positions)
1 ASG, 1 D-1, 2 P-5, 6 P-4, 8 P-3, 1 P-2, 2 FS, 19 NPO, 5 LL
Office of Political Affairs
(62 positions)
1 D-1, 4 P-5, 11 P-4, 8 P-3, 2 P-2, 1 FS, 24 NPO, 11 LL
Electoral Assistance Office
(17 positions)
1 D-1, 2 P-5, 5 P-4, 2 P-3, 1 FS, 6 LL
Office of the Chief of Staff
(27 positions)
1 D-2, 4 P-5, 3 P-4, 4 P-3, 1 P-2, 2 FS, 8 NPO, 4 LL
Human Rights Office
(42 positions)
1 D-1, 2 P-5, 6 P-4, 7 P-3, 1 FS, 15 NPO, 10 LL
Mission Support
(413 positions)
1 D-1, 3 P-5, 18 P-4, 18 P-3, 1 P-2, 96 FS, 1 NPO, 275 LL
Public Information Office
(19 positions)
1 D-1, 1 P-5, 1 P-4, 2 P-3, 1 P-2, 8 NPO, 5 LL
Security Section
(287 positions)
7 P-4, 10 P-3, 4 P-2, 117 FS, 9 NPO, 140 LL

Abbreviations: USG, Under-Secretary-General; ASG, Assistant Secretary-General; FS, Field Service; NPO, National Professional Officer; LL, Local level.

B. Administrative offices


Office of the Chief of Mission Support
(15 positions)
1 D-1, 3 P-4, 2 P-3, 3 FS, 1 NPO, 5 LL
Aviation Services
(39 positions)
1 P-4, 2 P-3, 1 P-2, 16 FS, 19 LL
Medical Services
(15 positions)
1 P-5, 2 P-4, 4 P-3, 5 FS, 3 LL
Office of the Chief Administrative Services
(4 positions)
1 P-5, 1 FS, 2 LL
Office of the Chief Technical Services
(8 positions)
1 P-5, 2 P-4, 2 P-3, 3 LL
Finance Section
(20 positions)
1 P-4, 7 FS, 12 LL
Human Resources Section
(25 positions)
1 P-4, 1 P-3, 7 FS, 16 LL
General Services Section
(57 positions)
1 P-4, 15 FS, 41 LL
Procurement Section
(22 positions)
1 P-4, 1 P-3, 4 FS, 16 LL
Training Section
(4 positions)
1 P-4, 1 FS, 2 LL
Transport Section
(62 positions)
1 P-4, 1 P-3, 7 FS, 53 LL
Engineering and Building Management Section
(57 positions)
2 P-4, 3 P-3, 4 FS, 48 LL
Communication and Information Technology Section
(60 positions)
1 P-4, 2 P-3, 19 FS, 38 LL
Supply and Services Section
(25 positions)
1 P-4, 7 FS, 17 LL